

Project: ENLARGE – Energies for Local Administrations to Renovate Governance in Europe

WP4: Deliberative event

Report: Final report of the deliberative event

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Comments are welcomed. please send them to: contact@enlarge-project.eu



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1 Introduction

The ENLARGE project aims to shed light on the design features and mechanisms that favour or hinder the legitimacy, effectiveness and sustainability of collaborative processes in the sustainable energy area. It achieves this by building shared knowledge on these issues together with actors involved in such processes.

The ENLARGE project includes three phases:

- An extrapolative phase aimed at extrapolating knowledge on collaborative processes in sustainable energy through literature review (see [Methodological approach. Construction of the co-design and co-production matrix](#) for further details) and case study analysis (see [31 case study reports and case study cross analysis](#) and [Synthesis of case studies](#) for further details)
- A deliberative phase aimed at debating factors favouring/hindering the success of collaborative processes in sustainable energy with the actors involved in real-life collaborative processes in this field
- A productive phase aimed at building a Choose Your Own Adventure Game Book, a product that gives potential users (local governors, civil servants, stakeholders, practitioners, citizens) a dynamic perspective, focused on potential paths, crossroads and alternative scenarios based on concrete experiences and pragmatic examples.

The present report presents the aims, the delivery process and main outputs of the deliberative event, the main activity of the deliberative phase.

2 The deliberative event: aims and methodology

The **core of the deliberative phase** is a so-called **deliberative event**. This is a type of intense informed and constructive dialogue among the various actors involved in the selected 31 collaborative policymaking case studies analysed within the extrapolation phase.

‘Public deliberation’ is now a common expression used to mean a structured mode of interaction among people that encourages the exchange of impartial arguments, mutual listening and understanding, and, possibly, the production of shared outcomes.

In the international reviews on ‘democratic innovations’ (among others, Smith, 2009) many devices of this kind are listed: citizen juries, deliberative polls, the twenty-first century town meeting, consensus conferences, conférences de citoyens. Other devices have been tried in specific situations, such as the Citizens’ Assemblies on Electoral Reforms held in British Columbia, Ontario and the Netherlands (Fournier, P., van der Kolk, H., Carty, K., Blais, A., & Rose, J., 2011), the Australian Citizens Parliament (Carson et al., 2013), and the Danish worldwide views method through which large forums around the world have been called to debate the same topic with the same information base. Similar devices have been put in place during the recent processes of constitutional reform in Iceland and Ireland (Landemore, 2015).

Though very different, all these methods rely on a set of common principles:

- The setting matters (Elster, 1998), i.e. people tend to be more constructive and more productive if they are put in a structured social environment or in a protected space that induces them to behave in such a way;
- The importance of dialogue between different voices regardless of their strength in terms of mobilisation potential or social support, in order to take into consideration all the viewpoints and interests on a particular issue;
- The search for balanced information and rational argument, in order to favour the construction of reasoned decisions and opinions;
- The search for constructive interactions between citizens, experts and stakeholders, in order to favour the emergence of consensual decisions.

Deliberative processes are thus characterised by:

- Targeted recruitment of different types of participants, giving equal room to different voices and interests;
- Use of independent facilitation/techniques for constructive dialogue, stimulating a reasoned and equal discussion;
- Involvement of technicians and experts, favouring the development of informed and wiser decisions;
- Agreement on decision rules (i.e. unanimity), favouring the achievement of consensual decisions.

Following the deliberative approach, the **aim of the ENLARGE deliberative event** was twofold:

- To include different kinds of actors (local authorities, civil servants, practitioners, participants) involved in the collaborative processes of the 31 cases in a collective reflection on, and assessment of, collaborative processes in sustainable energy to build shared knowledge on the different paths to success of such processes for the Choose your Own Adventure Game Book;
- To enhance networking between different actors from EU and non-EU MSs to favour further collaboration opportunities and development of collaborative policymaking in sustainable energy.

The **methodology** adopted for the event, in line with the one characterising the deliberative approach, foresaw:

- A target recruitment of participants: the event was opened to the actors involved in the collaborative processes in sustainable energy analysed in the extrapolation phase. Each case study selected for participation had to involve representatives of the different categories of actors involved in the collaborative practice (i.e. public institutions, politicians, experts, economic and social actors);
- Dividing participants into small groups (about 10 people) in order to attain a good face-to-face deliberation and give all participants a real chance to talk, thus ensuring an equal representation of all voices and interests;
- Involving independent professional moderators (i.e. facilitators) able to make participants discuss and confront each other in a structured way that facilitates constructive thinking, to encourage them to stick to the topic and to favour the achievement of a shared outcome (i.e. knowledge on factors favouring/hindering the success of collaborative processes in sustainable energy);
- Providing participants with complete, easy and balanced information on the issue at stake in advance to favour an informed debate.

As the main purpose of the event consisted of documenting the different factors favouring/hindering the success of collaborative processes in sustainable energy, participants were not asked to reach a common decision on these factors, but rather encouraged to provide evidence on their diversity. However, as seen in the attached transcriptions of the deliberative event, most of the evidence on success/failure factors provided by participants is recurrent, thus showing a shared view on strengths and weaknesses of these processes.

3 Delivery process of the deliberative event

The delivery of the deliberative event occurred in several steps:

■ Organisation of the event logistics

The location of the event had to respect the following conditions: sufficient space for installing round tables, grouping around 80 participants, at a certain distance one from another; sufficient space for organising the reception and catering for lunch and breaks; Wi-Fi connection; closeness to the metro station and Milan centre; attention to sustainability. Several locations were analysed during the selection process. Following this analysis, Talent Garden Milano Calabiana (<https://milano-calabiana.talentgarden.org/>), an innovative co-working space, was selected for the event.

In order to favour networking among participants, the event included several socialisation opportunities: welcome coffee, lunch; coffee breaks and a gala dinner. Several catering firms and restaurants were contacted based on their capacity to serve large events and to ensure a wide menu (e.g. vegetarian, vegan, allergy adapted, etc.). The final decision was based both on the quality of the menu and price quoted.

■ Selection of participants

As previously mentioned, the event was restricted to the actors involved in the 31 collaborative practices in sustainable energy collected and analysed previously.

During the case study analysis, actors interviewed were informed about the event and the possibility of participating in it. Furthermore, the conversations on the deliberative event were also meant to gather information on actors' expectations from the event, used to fine-tune the design of the event. All those involved in the case studies were asked to express their interest in participating in the event by filling in a specific registration form. For each case study, up to three participants were admitted to the event. The main conditions for case studies to be represented in the event consisted of the involvement of actors that had been involved in the design/implementation/evaluation of the practice; that had good knowledge of the practice and its activities and processes; that were representative of the different categories of actors involved in the practice (i.e. public institutions, experts, economic and social actors, including citizens); and that had a good level of knowledge of English in order to be able to follow and participate in the debate.

An Infopack (see Annex 'InfoPack and Guidelines for Discussion') containing information on the event (i.e. draft programme, language, etc.), on the participants' profile and on the registration procedure was sent to interviewed actors in order to favour their registration in the event.

In order to ensure a wide representation of case studies, additional phone discussions were held with interviewed case study actors, showing them the benefits of participating in the event to stimulate their interest in attending.

The registration for the event was closed in mid July. After the closure of the registration process, applications received were assessed and participants selected. All participants expressing their interest in the event were selected. In some cases, more than three actors were admitted to participate in the event, after a careful analysis of their profile and interest. Furthermore, in order to ensure a wide representation of analysed cases in the event, a limited number of actors without a sufficient level of knowledge were also admitted in the event. To facilitate their participation in the discussion, specific measures were taken, such as including them in a group with other participants from the same country with a good level of English, and charging moderators to pay particular attention to their involvement in the discussion (e.g. by providing translations into English of their affirmations).

■ Selection of moderators

After the closure of the participants' selection, the subcontractor selected the moderators (i.e. facilitators) through a public call for moderators. The selection was opened to facilitators with knowledge and experience of sustainable energy, participatory processes and a good level of English. The selection process consisted of the analysis of CVs received and in phone/online interviews with applicants. Following the selection process, eight facilitators were selected.

■ Identification of rapporteurs

In order to ensure an accurate transcription of the discussions and to allow the facilitator to focus on the moderation of the discussion, a rapporteur was selected for each facilitator. Rapporteurs were identified by project partners among people in their organisations/team based on their experience in transcribing discussions and English language knowledge. Eight rapporteurs were identified.

■ Identification of guest speakers

Three guest speakers were invited to participate in the event, representing EU institutions, energy authorities and local institutions involved in sustainable energy policies: Marco Dus, member of the Committee of the Regions Commission for the Environment; Carmine Pacente, in charge of the European Policy and Programming Department of the Metropolitan City of Milan; Pippo Ranci, past President of the Italian Energy Authority.

■ Definition of the debate format and contents

The event was organised in order to ensure that all participants discussed and shared opinions in a democratic way and to guarantee to everyone the opportunity to speak. It adopted the methodology of discussion tables, alternating with plenary sessions and small group discussions (about 8–10 participants) facilitated by the moderators and recorded by the rapporteurs. The small group discussions and plenary sessions took place in the same room, to save time. The organisation assigned the participants to each discussion table according to various criteria, in order to have a good mix of experiences at the same table: i) typology of project (co-design, co-production, co-assessment); ii) country; iii) practice represented and participants' category. Particular attention was paid to the allocation of participants with a low level of English language. However, during the event most of them preferred sitting with the other representatives of the same practice, slowly altering the composition of the initial working groups. On the second day in order to give a boost to the group

discussions and to refresh the group mix, the participants were assigned to different tables, in a new layout.

A central facilitator had the role of leading the event sessions: presenting the speeches and experts, explaining the event programme and rules, and introducing the various plenary sessions for the sharing of group discussion issues.

The project partner and the subcontractor defined the debate contents based on the event objectives, work carried out in the previous phases, input of scientific advisors and participants' expectations.

The event discussions focused on three issues:

- Social legitimacy: i.e. choices that favoured or hampered the social legitimacy of collaborative processes in sustainable energy, namely the capacity of these processes to be perceived as a legitimate policymaking tool by civil society actors and ordinary citizens who do not take part in the process;
- Institutional sustainability: i.e. choices that favoured or hampered institutional sustainability of collaborative processes in sustainable energy, namely the capacity of these processes to be accepted by public officials (elected politicians and civil servants);
- Policy effectiveness: i.e. choices that favoured or hampered policy effectiveness of collaborative processes in sustainable energy, namely the capacity of these processes to influence public policies;
- Providing participants with information on the event.

Deliberative event guidelines (see Annex 'InfoPack and Guidelines for Discussion') were drafted to inform participants of the event purpose, their role in the event, organisation and issues to be discussed. Furthermore, in order to support participants in focusing the three main themes of the project (i.e. social legitimacy, institutional sustainability and policy effectiveness), the guidelines included the knowledge map and case study synthesis drafted previously, synthesising the main findings of the case study analysis.

- Event agenda: definition and implementation

The Enlarge project partners and subcontractor defined the event programme based on the purpose of the event and feedback of scientific advisors, guest speakers and participants' expectations.

Figure 3.1 Deliberative event programme

Day 1 – MONDAY, OCTOBER 16 (9.30-18.30)

8.45	Welcome coffee and participants registration
9.30	Opening speeches Marco Dus , Member of the Committee of the Regions' Commission for the Environment, <i>Climate finance: an essential tool for the implementation of the Paris Agreement</i> Carmine Pacente , Responsible for the European Policy and Programming Service, Metropolitan City of Milan Lauri Tammiste , SEI - Tallin, <i>Key challenges in sustainable energy policies</i>
10.15	Presentation of the ENLARGE project and working group Cristina Vasilescu , IRS Stefania Ravazzi , University of Turin Kaja Peterson , SEIT Irene Zanetti , ALDA
10.45	Introduction of the event activities Iolanda Romano , Avventura Urbana
11.00	Group discussion
11.45	Plenary session for sharing group discussions issues
12.25	Introductions to 3 dimensions of the ENLARGE project Stefania Ravazzi , University of Turin
12.40	Lunch
13.40	Launch of Session 1 – Social Legitimacy Stefania Ravazzi , University of Turin, <i>What do we mean by Social Legitimacy?</i>
13.55	Group discussion on Social Legitimacy
15.25	Plenary session for sharing group discussions issues
15.55	Coffee break
16.10	Launch Session 2 – Institutional Sustainability Bruno Dente , IRS, <i>What do we mean by Institutional Sustainability?</i>
16.25	Group discussion on Institutional Sustainability
17.55	Plenary session for sharing group discussions issues
18.25	Recap and instruction for the day after Iolanda Romano , Avventura Urbana

DAY 2 – TUESDAY, OCTOBER 17 (9.30-12.30)

9.00	Welcome coffee
9.30	Summary of the day 1 Stefania Ravazzi , University of Turin
9.45	Introduction to Policy Effectiveness of collaborative processes Pippo Ranci , former President, Italian Energy Authority, <i>Participatory approaches and policy effectiveness</i>
10.00	Group discussion on Policy Effectiveness of collaborative processes
11.30	Plenary session for sharing group discussions issues
12.00	Conclusions and end of the event

The first part of the first day opened with a welcome speech by the Enlarge project manager and [speeches](#) from two of the guest speakers called to attend the event: Marco Dus, Member of the

Committee of the Regions' Commission for the Environment and Carmine Pacente, responsible for the European Policy and Programming Service, Metropolitan City of Milan.

After these welcome speeches, Lauri Tammiste from SEI Tallinn, project scientific advisor, opened the debate with a [presentation on 'Key challenges in sustainable energy policies'](#).

The ENLARGE project was illustrated by the team of partners (IRS, SEIT, University of Turin, ALDA). Each partner introduced their organisation and its role in the project.

The central facilitator Iolanda Romano (Avventura Urbana) introduced the event activities and the organisation of the one and half day activities. Afterwards, in order to facilitate a constructive discussion between the participants, the central facilitator launched a team-building session of 30 minutes to give time for the groups to get to know each other, the practice represented and participants' motivation to attend the event.



During the one and a half day event three group sessions, introduced by an expert who presented the main theme of discussion, were held:

- Group session 1 – social legitimacy, introduced by Stefania Ravazzi, University of Turin;
- Group session 2 – institutional sustainability, introduced by Bruno Dente, IRS;
- Group session 3 – policy effectiveness (on the second day of the event), introduced by Pippo Ranci.



During this session, participants were asked to answer questions based on their experience in the sustainable energy policymaking processes analysed within Enlarge and other collaborative practices. Specifically, this was in order to unveil favouring and hindering factors to social legitimacy, institutional sustainability and policy effectiveness of such processes.

- In your experience, were there some choices that proved to be counterproductive because they have generated public scepticism, criticism and opposition against the collaborative process? If so, what?
- In your experience, were there some choices that turned out to be helpful in making the collaborative process positively accepted by citizens, associations, stakeholders as useful and effective? If so, what?
- In your experience, were there some choices that proved to be counterproductive and generated political opposition and resistance against the collaborative process by public officials? If so, what?

- In your experience, were there some choices that proved to be useful to ensure that the collaborative process was welcomed by politicians and officials? If so, what?
- In your experience, were there some choices that proved to be counterproductive and weakened the effectiveness of the collaborative process in terms of influence on the real choices of public institutions? If so, what?
- In your experience, were there some choices that proved to be helpful in making the participatory process significantly affect the choices of public institutions? If so, what?
- During the discussions, the table facilitators helped the participants to express their ideas and opinions, encouraging collaboration, mutual listening and the exchange of views. The rapporteur recorded every discussion session. All recordings of the discussions are attached to this report (see Annex 'Minutes of discussion groups').



Each group discussion was followed by a plenary session during which the table facilitators, one at the time, shared the main findings of the discussion with all the participants.

At the end of the last group session, the Enlarge project manager concluded the event, showing a [video](#) presenting the main highlights of the event.

- Evaluation of the deliberative event

At the end of the event, the participants were asked to fill in an evaluation questionnaire submitted through SurveyMonkey. The results of the questionnaire are included in a specific report that will be shared with participants in the event, after its official approval by the European Commission.

4 Deliberative event outputs

Profile of participants in the event

Overall, 102 people took part in the deliberative event held 16–17 October 2017 in Milan: 74 representatives of the collaborative practices analysed previously, 8 moderators, 8 facilitators, 2 scientific advisors and 10 representatives of the Enlarge consortium.



Half of the 74 representatives of case studies belong to public institutions (e.g. municipalities, energy agencies, public schools, universities, etc.), while 47 % belong to civil society organisations and 3 % to firms/public-private partnerships.

Most of the participants (70 %) were men, while women were rather fewer (30 %). This reflects women's low involvement in sustainable energy decision-making and implementation processes, as confirmed by several studies (EIGE, 2012; EIGE, 2015).

The 74 participants in the event belong to the following EU and non-EU MSs: UK, the Netherlands, France, Belgium, Italy, Spain, Estonia, Latvia, Bulgaria, Romania, Poland, Albania, Belarus and Serbia.

Main findings of the event

The deliberative event produced knowledge on the main design features and context factors that favour/hinder the social legitimacy, institutional sustainability and policy effectiveness of collaborative policymaking in sustainable energy. Even though the deliberative event did not aim to produce an unanimous view on these factors, most of the factors underlined by participants, based on their experience of collaborative processes in this area, are recurrent. Furthermore, most of the factors unveiled by participants in the event confirm those extrapolated from the literature review on collaborative policymaking (see the Enlarge [conceptual framework](#)).

The paragraphs below list the design features (i.e. tools, mechanisms, etc.) that in participants' view favour the social and institutional acceptance and support of collaborative processes in sustainable energy and their capacity to influence policies in this area. The [Manifesto for boosting](#)

[participatory processes in sustainable energy](#) further explains the contribution of these factors to the acceptance and effectiveness of collaborative processes in sustainable energy.

According to participants in the event, the following design features should be considered in the planning and implementation of collaborative processes in order to ensure social legitimacy of these processes:

- Openness, inclusiveness and transparency of the process – i.e. adapting the format, the contents and the language of collaborative actions to the characteristics of the various target groups of the process, providing easily accessible information for all target groups, adopting informal settings and ‘fun’ actions, combining onsite and online actions and incentivising participation of potential target groups;
- Citizens’ and stakeholders’ involvement from the early stages of the process, from the agenda definition, and throughout the entire process;
- Continuous feedback on the collaborative process, its short-term results and general outcomes;
- Fostering multilevel governance;
- Involvement of reputable actors to enhance stakeholders’ and citizens’ acceptance of the collaborative process;
- Adopting specific tools to share technical knowledge on sustainable energy-related aspects;
- Ensuring adequate time resources to foster inclusive strategies and enhance participation.

In participants’ view, the following factors have to be considered in the design of collaborative processes in order to foster institutional stability:

- Building the capacities of politicians and administrative staff on public participation;
- Active involvement of civil servants and politicians at various levels, including potential opponents, before opening the process and their coordination throughout the process;
- Finding a trustworthy front runner of collaborative processes within the promoting/managing institution to trigger an imitative behaviour in the rest of the administration;
- Creation of win-win situations for both politicians and administrative staff and their extensive communication within the administration;
- Sharing the responsibilities of the process and its outcomes between administrations (politicians and civil servants), and stakeholders and citizens;
- Coupling collaborative processes with the public agenda;
- Ensuring adequate resources (e.g. financial, human, time, knowledge).

According to participants, the following factors favour the capacity of collaborative processes to influence policies in the sustainable energy area:

- Provision of incentives in the sustainable energy field and showing people the concrete benefits of sustainable energy initiatives as well as the (negative/positive) effects of their actions on the environment;
- Socialisation sessions to favour the creation of a group identity;
- Engaging trustworthy front runners and/or diffusing positive results of collaborative processes in sustainable energy;
- Institutionalisation of collaborative processes and their embedding into sustainable energy strategies/programmes/plans;
- Agreement on feasible proposals and starting from clear and simple sustainable energy actions;
- Ensuring adequate resources (e.g. time, economic, knowledge, political, legal).

The above-mentioned design features contribute to contrasting the following recurrent obstacles to participation mentioned by participants in the event:

- Distrust in collaborative processes at both community and institutional (bureaucratic and political) level;
- Late involvement in the process of people and administrative and political institutional representatives, and exclusion of possible opponents from the process;
- Rigid procedures not adaptable to the needs of the community and of the process itself;
- Lack of transparency due especially to weak communication of the process and of its resulting outcomes;
- Creation of false expectations at community and institutional level discouraging trust in the process;
- Promotion of one-time collaborative processes or participation for the sake of participation without really including the feedback of the community and institutions in the process;
- Lack of adequate resources;
- Low feasibility of solutions proposed by the process;
- Policies not matching the timing of politics.

As emphasised also in the [Enlarge conceptual framework](#), context factors also influence the success of collaborative processes in this area. Context factors mentioned by participants are in line with those included in the [Enlarge conceptual framework](#): i) public participation culture; ii) social capital, civic culture, institutional trust and low corruption; iii) political stability; iv) legal framework imposing mandatory collaborative approaches; vi) autonomy of the institutions promoting the process. More details on how these factors influence the acceptance and effectiveness of collaborative processes are provided in the [Manifesto for boosting participatory processes in sustainable energy](#).

5 References

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Deliberative event

Deliberative Event dialogues, 16-17 of October 2017

6 Minutes of the Deliberative event group discussions

The tables below include the transcription of the dialogues held during the deliberative event. The eight tables present the discussions held during the eight work groups. Participants are identified with a number, while the facilitator is indicated with F.

Social legitimacy session

Table 1	
F	Good morning, could you present your profiles?
1	I represent a small Italian municipality; I'm working on European projects. I worked on a participatory project regarding sustainable energy with the aim to reduce gas emissions. We engaged citizens, students who researched information about the population's needs. We didn't have a good budget so we engaged volunteers. After one year we reached out to involve 57 households which decided to use the photovoltaic system in their homes.
2	I'm working on local development. My work focus is generating new partnerships with the private sector to create new local sustainable policies.
3	I have a double point of view, as a researcher and an activist. I visited a lot of countries to understand how we could engage the citizenship. As an activist I participated in different events with the aim to promote public participation.
4	I have a technical background in the mechanical and building sectors. I worked to reduce gas emissions with a 'living street'. At the beginning there was scepticism, but over time the situation has changed. At this moment the five-year project is about to finish. I also worked on creating new networks between different actors.
5	I come from a small municipality. I'm working on local development projects. We have a different climate situation than southern Europe; we have long winters and little natural light. For this reason we are trying to change our buildings in a sustainable direction. I worked on the construction of an education centre with a sustainable system.
6	Our project aimed to control the waste production in five Italian municipalities. We tried to understand the household consumption in order to improve the recycling.

7	I worked on a local project for the increase in the use of sustainable sources.
8	My job is focused on helping the municipalities to realise sustainable projects. I'm working as a manager with the communities that want to use a participative model, but also within the public administration. In the UK, local communities need to cooperate with the private sector. My project involved 33,000 citizens. I'm glad to share my experience.
F	Did you make some choices which generated some degree of scepticism? On the other hand, did you make choices which have been revealed as worthwhile to improve citizens' perception?
8	In my case the municipality reached out to involve the citizens because the process was open and aimed to create a shared agenda. The choice to involve different actors was a winning strategy. The four-year project included 600 households. There was little scepticism. At the beginning we were uncertain if we could realise the project in a short time. The most important pitfall was the communication strategy to explain the funding sources.
3	Our project was private. It was started in 2010 and included 30,000 citizens. Many companies were willing to participate and include the citizens. As researcher I can explain different projects. In Europe, there are many differences between countries. In the South nobody thinks that politicians can really realise their promises. In the north there is trust. Moreover, many administrations in the south don't collaborate with the private sector.
4	Citizens and public administrations have different points of view. It's not easy combining them. The people think: why do we have to do it? At the beginning I researched information about the attitudes of citizens; for example, many families have three cars. We chose to include the citizens in our project of changing.
1	Often public servants don't understand the importance of participative projects. We choose to engage the people but they have many doubts about our aims. For this reason we included a new actor in order to communicate better. Another important aspect is the trust between citizens and stakeholders. If we try to sell a photovoltaic panel the citizens stop the projects. We needed to humanise the insights.
4	It's important explaining that there is public interest in the issue to raise the trust.

5	In our sustainable building project we communicated with citizens and politicians during specific events. Many citizens asked for new public spaces. In our country there is great interest in environmental issues.
3	In Norway many celebrities provided a public promise with organisations, private citizens, universities and cooperative agencies. Whereas about sustainable legitimacy, I think that often there isn't public interest around environmental issues.
4	We understood that was necessary to engage everyone, starting from the street. The choice to understand every need of the citizens at the beginning was useful in order to reduce the traffic. It's impossible to realise some project in a short time which has influence on daily attitudes. It was hard work but it was a unique way to reach our aim.
2	In our context there is a strong weakness in the public-private partnership. Generating new networks for sustainable policies is important. I guess the situation is going to change.
6	In our project we have studied the waste attitudes of citizens to improve the recycling system. We put a microchip in every bin to understand the real weight of waste. We tried to modify the attitudes, we wanted explain that the cost could be lower if the waste reduces. At this point we are starting to see a result, and we are going to achieve a proportional system with a new database. In this first project period we have created a service number to communicate with citizens. I think their attitudes are going to change.
3	I think there is a big difference between formal and informal participative projects. The formal ones are for few participants.
1	There is a big difference between northern and southern Europe. The education is deeply decisive. Often politicians guess, which is dangerous in a participative project. When people have more information they also have more tools to stop the project.
8	The formal–informal distinction is important. In the UK context we have a strong control of the central government. The local municipalities don't have many opportunities to act.
4	Creating communication between public and private sectors is important. Often there are too many bureaucratic steps. We shouldn't have to create a more direct network.
2	The use of social networks could be useful; people who use it don't participate in live events.

4	Explaining the reason why the citizens' participation is important is necessary. I think the reality is important, the spontaneity could point out new solutions. We have to approach the actors.
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Table 2	
F	Maybe we can start by introducing your projects.
3	Mine regarded residential building renovation. We used incentives with a repayment period. We used internet, TV, radio, any kind of methods to reach the citizens. We planned a lot of meetings.
4	<p>There were fears about the banks entering the financial scheme (citizens feared that they needed to take out a mortgage), but instead it was the government guaranteeing debts. It was very difficult to convince the first house owners. A good thing to do is to find forerunners, i.e. the most active people, who can support the municipal agenda. First, we found few houses accepting the scheme, and when they accepted and the first results came out, residents talked with other residents. They were sceptical about gaining real financial advantage, but then they became convinced. 'Neighbours speaking with neighbours' was the main successful driver of acceptance, that grew progressively.</p> <p>The problem regarded the need for 51 % of the people to accept the deal in each building (this is required by law).</p>
2	Was the scheme supported by the municipality?
4	All expenses were provided mainly by the municipal company shareholders and public (EU, national, local) funds. The main point is not to get total agreement, but having inhabitants 'not against'. In the case of infrastructures like pipelines, it was almost easy, because we didn't have this 51 % requirement. Residential thermal insulation was the hard point.
2	If I understand correctly, it was a bit of a top-down process, and the forerunners were fundamental.
4	In each house the municipality tried to find such forerunners, it was not only by chance. This happened through a lengthy process, through many meetings.
2	Do you think you could have managed that without the forerunners?

4	It's difficult to say. In the meetings the point was to reach 51 %, then the municipality can do its reconstruction. The 49 % were generally not against, but mostly inactive, hard to mobilise.
F	So, such forerunners were important.
4	We also used a lot of different tools for campaigning (radio, TV, newspaper).
1	May I ask how many people were involved?
4	Forerunners were about 10; Liepāja has about 70,000 people.
F	Are there others who want to present?
2	<p>My project is a European-funded project. It has a format, and this format has to be translated in different contexts. My project was about energy savings by consumers. In our context, there is a lot of mistrust on the credibility of the actions by the municipality. In our case, it was fundamental that there was a civil society organisation supporting the project (I'm from that NGO). When people saw that it was not the municipality as the main sponsor they were less sceptical.</p> <p>I think that the partnership with the municipality was important. Word of mouth was one of the key drivers to the process. You need an initiator, somebody saying you are not going to take money, you are not there to gain political success, but to improve citizens' lives.</p> <p>In our case it was a demanding task to convince them that we were doing something better for them.</p> <p>The importance of being a European project was fundamental. It was another element of trust for the project.</p> <p>The project format comes from a project undertaken in France across several municipalities; they had a consultancy directing the project. It worked, but it was very difficult to adjust the project to our context.</p> <p>It was not enough to send a letter to people saying we have this project and it worked in France, so let's do it here. There is a lot of preparation to be done.</p> <p>It is important to have clear in our minds that people in our context were also not used to a participatory approach. A project undertaken in a municipality already used to participation is easier to implement.</p> <p>Preparing both the people and the municipality for something new was fundamental.</p>

	<p>You need to have enough time to prepare such stakeholders, and such consultation/preparation/context adjustment process took 6 months.</p> <p>The most important thing is to transfer trust. It was something that was progressively easier as the project unfolded.</p> <p>You need to communicate simple actions, things to do (e.g. switch off your mobile before going to sleep); you cannot communicate general goals (reach a 2 % cut in CO₂).</p> <p>Citizens ask for concrete benefits. In the project we tried to compare the bills of the residents in order to prove our points. This produced several challenges, in particular to get the data from the municipal service provider. And we did not really make it, we think we need another project to collect the data.</p> <p>Communication is important. People are naturally interested, but the approach is new and then you need a highly tailored communication strategy.</p> <p>Cefalù is not a big city, but you need an even smaller area to really have interactions among citizens. This is fundamental for convincing people: person-to-person interaction.</p> <p>Finally, we involved 1,441 people in the project and this is considered an enormous success, given the initial distrust and inexperience with the participatory approach.</p>
F	Are these forerunners found in your project too?
7	<p>We gave electric cars to the people in order to let them prove them.</p> <p>We also provided a car rental to people to try the electric car, and here we had some conflicts with other car rentals, because our prices were lower.</p> <p>For all new technologies you need to show it, not only have trusted people speaking well about that.</p> <p>The negative aspect is that technology is advancing quickly. We had this idea of a charging network for electric cars for the whole country, but there were different standards at the time and it was hard to choose the right one.</p> <p>However, my main message is that you have to give people something to touch and see.</p>
F	Other challenges apart from the technical issue? Something about the acceptance?
7	We had problems making it known because it was a new technology, but the charging system is inadequate, so people really did not care about it.
F	Any questions?

2	Is it a national programme?
7	Yes, but Estonia is really small, so it could always be considered a local-level project.
F	Something about your project?
5	The situation in my country is not very good. We provided information. Our people were not very interested. The problem was that there was no interest because energy is really cheap in my country.
F	Did you find any strategy to convince them of the importance of the project?
5	Well, the lever used was that the cheap sources are about to finish, so we need a different strategy for energy provision.
1	I did not participate directly in implementing the project. We are a union of municipalities. We are 30,000 people in total. We were chosen because we invented a monitoring system to understand the habits of our citizens. We used a code in each bin for the families, and this allowed our administration to 'enter citizens' houses'. The system of differential waste collection was already in place, but the coding improved the system. We arranged some public meetings in the community. The objective was to give the information to all families. This happened during the codes distribution. The problem here was to explain to the administration that they needed to gain trust, and trust the project. The citizens in our territory are not a problem; they understood the process and were ready to go. The mayors were the problem.
2	Was it a money problem?
1	The mayors fear proposing something new that is not liked by the citizens; if you overcome this, the project starts and it is even the citizens who present something new. The process was already financed but nonetheless, the mayors were not convinced.
7	Are there sanctions if they don't do the waste collection correctly?
1	The first problem was fear of privacy violation. But we made sure that the coding was only directed to have a tariff based on actual waste production. The idea is that you get a benefit, because if you are good you pay less.
F	Did this help getting consensus?
1A	There are already 65 % of the people doing the differential waste collection, so we don't have a general problem of acceptance, but now the coding system helps the citizens to recognise their efforts.

F	Are there other things you did to convince citizens?
1A	Well, no. But we have to say that we had an actual revolution in waste collection. We started as the worst region for the amount of differential waste collection and are now among the leaders in Italy. This means that the citizens feel involved in something important. And when you say that the targets of the EU are even higher than what we are now doing, this motivates citizens, also because the EU perceives us as very trustworthy.
2	It is also important that citizens recognise that everybody is making the effort, that they are not the only ones contributing to achieve the outcome. In this respect, it's a fact that public bodies are making the same effort, i.e. committing to do something to reduce energy consumption in public buildings. It is not that the municipality gives something to do to the municipalities, but there is a common effort for the whole of the municipality.
2	I would like to know if the EU is also a convincing element in Estonia and other contexts.
7	Well, I would not say so.
F	Okay, are there any other challenges that you want to report?
4	I forgot to say that our project was supported by the EU, but I would say that funds are not enough. The support for insulation came from several funding streams, but EU funds have been progressively more limited and we would really need more.
F	Instead, are there other helpful things you want to signal?
4	Well, participation, participation – it is hard.
1	Is there a cultural problem, you mean?
4	Well, we come from the Soviet Union, we had no private property, and there is a lot of distrust in public bodies.
7	For us, we have had other projects in new technologies and the problem is often with the private sector; there are some contrasts since they could do the thing by themselves. And then – after the start-up – you do the procurement for the new service, and there is a service provider, a private one, implementing the service. But there is always a long period between launching the project and having the private business providing it.
1A	I would only like to raise a point from my experience, i.e. the need to develop the concept of zero-waste – the idea is based on circular economy. Now the normal idea is: I produce waste and then dispose of it. But this is not a way by which you close the cycle. So we need to change citizens' behaviour and way of thinking.

Table 3	
F	We are interested in understanding what the response of the public was.
5	It was difficult to explain the reasons for our project to the people because many of them were not owners of the apartments we worked on. We come from the former Yugoslavia, and people changed perspectives very fast: we had to teach them to invest in the buildings that until more recently were the property of the state. It was very important to involve the neighbourhood in a building where a councillor knew the owners. When that one building started to show benefits the others started to have more interest in the project. So, it's important to talk to people.
7	The trust in authorities was very important. It's the first thing because even if the public sector funds it, if the people don't trust it, they refuse the project.
6	Some years ago energy was very cheap. But later the expectations were for rising costs: this helped the people to change their mind.
2	I would like to give an example that was both successful and not successful. For another project on migrant centres, I had a very strong opposition by locals at the beginning, but later on, after many discussions and talks, the people accepted it.
4	Again, is a matter of trust.
F	It's a very time consuming issue, how does the public administration deal with it?
8	We had to act with people who didn't know their neighbours because there were a lot of students and people not living in the city all the time.
1	Don't you think that a participatory project can launch longer strategies? Like a pilot project?
7	How do you deal with a context in which you take action on a block of flats, but the adjacent block of flats didn't even know what's happening in the first one?
8	In our project, which is about children, we had a positive reaction from the people.
F	We talk very much about participants. In terms of the general public, do you think that people know what's happening? Do they have an opinion?
5	Our town is not large so it's not hard to let people know, with local news and social media. Our mayor has his own Facebook page to communicate with people. But the best and most effective is the door-to-door campaign. These people who run the campaign must be very well trained: able to answer any question, and experts in energy, politics and communication. The first question is 'what do you want from me?'

4	The people often come to ask questions and know only what they see on the advertising campaigns; they don't have good information on the project.
2	To be successful you have to find key players. If a place is small it is easier. The negative aspect is that if I miss one of them the project is at risk.
F	Your project was led by the Ministry so you dealt with very different people.
3	It's very different because our problem is very long term. We are working on an infrastructural project related to electric vehicles. Any stakeholder looks at his interest and a good mix is very hard to find. But then when our project was published, companies bought all the electric cars to use our investments to make profits.
F	You all deal with issues that try to change people's behaviour, it's a complex task.
7	We have a behavioural strategy in our project; we only act on suggestions to the participants and then they decide what to do.
3	People don't understand that we can't have big parks near their houses and a green environment in their city.
5	And if you don't communicate with people correctly, they don't appreciate your actions. Communication helped us a lot to move forward in our projects.
2	I agree. The big problem is when people don't want to participate. I don't know what I'd do in that case.
F	You never had the perception that there were choices affecting the projects negatively? So the best way to achieve participation is building trust?
1	It all depends on the successes of the projects. We have to build follow-ups without using extra resources. We have to embed successful examples in more structured policies of a higher level. Otherwise the public institutions don't look reliable.
7	In my case some choices generated scepticism. When you work with people but you don't continue the project after the first attempt it's bad.
1	Another key point is the political changes. Elections may be very close one to another and so it's hard to imagine long-term policies. That's why we should embed this into a regulatory scheme. It's easy to change a political course, but it's harder to change laws.
7	People often expect fast results when they participate. In our participative balance people vote for things and then expect the results to be seen soon, and if that doesn't happen the project loses credibility.

F	If we are ready we can stop reading, but take your time – it’s not a problem.
2	I start with positive things that the municipality did for the project. First, is all the documents. The people don’t pay any taxes, so meeting with citizens was necessary to explain the conditions of participating.
F	So a lot of meetings?
2	There was an involvement by experts to give information, to answer different questions on technical issues.
F	In every meeting there was a team of experts.
2	Advertising was all over the cities, and finally the geographical information system on the status of the buildings was in place. All the buildings were mapped and they received a specific colour depending on whether they were part of the project or not, and whether they had just been refurbished. All this information was shared with everybody online. These are the positive points.
F	Can someone give us the experience of the relationship between public administration and citizens or NGOs?
6	Our project focuses on sustainable urban development. We involved people – we involved municipalities, three NGOs, experts and we mixed these people. Experts offered three options of a bike lane and people can choose what they prefer. They had the opportunity to choose; if someone doesn’t like this bike lane there was an opportunity to hold a dialogue with experts. Then we decided to involve architect students and they produced concepts for public lighting. They did some research; they went to the citizens to ask what they wanted. After this research they drew up the concept for lighting.
F	Did the municipality choose the category of people involved, or was it open?
6	We want citizens to be satisfied.
8	Is a public service?
6	Yes it is.
7	How did you communicate?
6	We communicated when the students had presented their project. After the public presentation the students modified the concept a little bit.

5	In Estonia we invested a lot in renovating lighting, but people cannot expect that a municipality can solve any kind of problem. Five years ago it was quite a new thing, and of course people were happy that you invested in these kind of things. Afterwards, crime went down.
F	A problem emerged on the technological issues of the topic.
5	We have to change people's thinking. The municipalities have their regulations, we have roles, you have to ask permission from neighbours – you have to have a plan.
8	How can people know?
5	Usually there are some public documents on rules that you have to follow.
F	I propose a lane within my plan to the citizens and then with them I try to solve the problems. I have a programme and then I try to submit this programme to the citizens. Is that your idea?
5	Yes, the permissions are responsibilities of public administrations. You must have a basic programme within the rules; it is important to balance the role of public institutions and the role of participation.
F	Do you agree with him?
6	No.
2	I agree.
5	Is the usual system functioning – you need permissions.
F	Which are the actions that you put in your project to give social legitimacy to it? Sharing documents and having team of experts as in Bulgaria?
6	You have to involve people in the first stage, not when documents are written. You have a lot of different opinions and you need to see what is better.
1	The issue is on the future role of municipalities and political actors on policymaking. You said we have to deliver services as public administrators. I think that the future of the role of policymakers has to switch from delivering policies built by technical people to the co-designing of the service. If a service has to impact common people these citizens, not all but a big part, have to be involved in the co-design. The legitimacy depends on your approach. If you have to switch from a policy delivered to a role of a 'conductor' it is a challenge, you have to become a big communicator otherwise you are only trying to

	sell your vision. You have to propose a framework and then you fill the framework together. In this case people are involved in another way.
7	There are different levels, the European level, the national level ... I don't have the solution in mind, but there are several levels that are involved – it's complicated.
F	There are some common issues. Those people from the Stockholm Institute said we have global problems.
8	But the solutions are local.
F	If I speak with my mother and I say to her: if I use solar cells you can reduce cancer, she says: 'Oh, that's great!'. So communication is really important.
6	People are not knowledgeable – you can explain that thanks to the reduction of energy consumption you can save money. This is the point that is easier to understand.
1	Not only money, but also pollution is a good basic motivator. The air quality – in my land it doesn't rain for a lot of the time. If you tell a mother what their baby is breathing ...
8	We have too many cars, but people say 'so what?' It's not considered a real problem. The problem is the mobility and the speed, not the pollution: the pollution is not considered a problem; traffic and the traffic congestion are the perceived problems, not the pollution.
F	In your case (to Estonians) the project is about energy conservation in public buildings?
5	Central government gave the opportunity to invest in the requalification of public buildings, therefore at the moment the municipalities are proceeding with this topic. There is competition between municipalities in proposing the best requalification plan in order to obtain more money from central government. The governance is almost the same in all the municipalities.
F	There are guidelines to solve some general issues.
5	The municipalities receive a lot of benefits if they invest in buildings such as schools.
F	Coming back to the questions: What are the positive aspects of social legitimacy? What are the negative aspects? Can you balance these, or not? Is there more scepticism or more enthusiasm by civil society? Did you collect feedback?
6	We have good feedback from the cycling community.
7	The process of consultation is very important: using social networks, not only public meetings.

F	So, were no meetings organised?
7	Informal meetings and social networks are better than public meetings.
F	[Addressing the Bulgarians] Was there involvement or not?
2	In the first meeting there were 20 people, in the second 50 people and so on – step by step, the involvement increased. When the first building was renovated and people saw the result an increased number of people wanted to participate.
6	Sometimes people don't know how to communicate with municipalities and these processes can be useful in this regard.
F	If the public administration comes to people with new methods and tools of communication or interaction with common citizens, it could be a good way.
8	It's important to have open doors with a community.
7	Face-to-face interaction in a project is crucial.
1	In Italy we have a sort of separated mind in politics – the left and the right. We apply this kind of support to politics like in football. You talked about the importance of keeping the doors open; I agree, but when doors are open there are people that don't pass through these doors because the municipality is driven by a political party that is not theirs.
8	We are civil servants but the city council is politically coloured. Usually we invite representatives of all political parties.
1	So you directly invited all political actors of all parties, so not only opening doors to people but also to politicians.
8	Yes, because we need a neutral ground.
1	We encounter this kind of question, especially in the south: you are great because you create an open process, but I would like to have a streaming because there is the fear of manipulation, there is the fear that you are manipulating people politically.
7	In my city, there is often alternation between the two main political parties; for this reason we need the support of both of them. If you are able to have the support of ordinary people, politicians will also be more supportive.
F	I try to synthesize about social legitimacy – what is positive and negative. What is wrong according to you? What creates scepticism and opposition?

5	The time – people only see the deadline for receiving funds, they don't consider all the rest.
8	The change in people's lifestyles is difficult.
6	Lack of methodology to stimulate participation of people is another point.
7	The difficulty is to make the topic understood. It is difficult to engage people who are not interested.
1	The lack of trust; the challenge is to show that this project is something not political, because of the engagement of the people. If it is perceived as political it is considered bad, there is a lack of trust.
F	<p>What is wrong? Not enough time, no change in citizens' habits, lack of methodology, difficulty to engage, lack of trust?</p> <p>What is positive? New tools of communication, renovating, the opening up of public administration to citizens, winner examples that work as pilot projects paving the way for the future?</p> <p>Some other positive aspects?</p>
7	It is important to have an impartial and independent organisation that cannot be associated with the left or the right.
1	The neutrality is crucial. Even if the local development company is driven neutrally, but the company ownership is in some way unbalanced in political terms, these kind of political colours are in the perception of people and this affects influence: so the independence is really fundamental. Legitimation can be enhanced: for example, the driven company can choose a partner such as a university that is recognised as neutral by the people.
7	You can include the associations and the NGOs in the organisations in order to guarantee independence.

Table 5	
F	Are you ready to start? The questions, written in a formal way, are the ones that you saw in the box. I am going to rephrase the questions to make them easier. In your projects that you are representing here, regardless of your position, do you think that the choices you made generated consensus and were accepted by public opinion? What were the strategies?
3	A few words about the context. It was a European-funded project, a problem was the citizens' engagement. We implemented a mobile group for disseminating information – it was the first time the city faced the possibility of being in a participatory project. There was a city picnic for promoting ideas. People started to participate (students, local NGOs). People understood that it can be interesting.
F	Can you also think of any choice that led to dissent and resistance?
2	It's very good that the fears are described in the guidelines. We must have time for having the discussion with people. If we have a strict time schedule is very tricky to collect public opinion. They don't know all the truth, don't know what is behind the decision, so it's better to have time to organise that. When we ask for the public's opinion, we must be well prepared and have time (speaking from the point of view of the city government).
1	As a citizen do you agree?
2	As a citizen, somebody says these projects are bad but from another point of view, they are the only options. I think it is good to rethink and have time to form my own opinion. As a citizen I must have time too.
1	I'd like to bring up two words, revolution and evolution. It seems to me, that social items combine those concepts. It's very common in debating that it turns to revolution very quickly; the question of political correctness, a formal approach that doesn't give you a more flexible decision framework if you are trying to discuss or change views.
F	It's difficult to make it fruitful, coming from countries with different political backgrounds. Let's ask our Italian colleagues – with 7, they have had hindrances from the public administration.
7	We come from different countries, but we have a common problem: how to renovate representative democracy and re-legitimise it in the citizens' eyes. It is not easy to figure it out, because I believe there are conflicting interests. Let's think about taking a road as an example – the citizen's and entrepreneur's interests diverge. The neutral role should be guaranteed by the local administration. An example for big infrastructural projects can be identified in what Tuscany and Emilia Romagna regions did: regional laws for deliberative democracy. Citizens gather in meetings with the local administrations, finding solutions.

	In the Italian municipalities we have statutes. We might conceive the employment of deliberative democracy within municipal statutes.
6	How do we translate 'democrazia deliberative' (deliberative democracy)?
F	What do you mean by it? Can we try to understand each other [Italians and foreigners] over the concept?
7	Getting citizens involved in well-defined schedules and taking decision with them.
F	They think (6 and 7) that it's desirable. 7 says: how is the public represented in the process? Referring to your experiences, any other reflections? Any decisions or actions that brought about scepticism? For example: the citizen doesn't have the whole picture.
5	In Albania it's kind of funny. The citizens are always sceptical – a conspiracy theory in every case. We are trying to convince them. It was a bit of a failure because they were saying 'after this meeting nothing will change when we come back home'. But we tried to also involve the municipality and let them run the information session in every family. Even that lack of information that they had was passed by. Let the municipality inform about what the project was for. When you go to the people they will never trust us (the engineering company), but if you go with someone they know, it's different (from the municipality/mayor of the village). They feel involved.
F	They feel there is someone there to keep the promises – so 5 was explaining to us the situation in which there is great scepticism.
2	Why don't they decide? Why do they ask me? There must be some tricky part (that is what the citizens think).
F	The history and type of wars, around the Mediterranean – maybe Italy and Albania share some mistrust among the citizens.
F	So, a combination of the public administration and grassroots is the best way in your opinion?
5	Yes, this is the best scenario.
6	Dissemination of information – administration has to come down and be open to everything they want to say and give information, talk to people and present the project. Just 'coming down' and talking with them. This is our experience from our administration (energy office/desk). The volunteer (us) does not have a political stance, Legambiente (environmental institution) does not have political flag – it's neutral. In this way it increases trust. The desk must not have political flag.

F	So basically, it's important to balance the distribution of information and cover the asymmetry. Do public administrations always want to do that? Are there other kinds of mistrust (for example, with regard to expertise)?
6	To overcome that: conferences, workshops etc. (number 5 agrees).
F	Working with communities.
5	Working with schools is more effective, because every child is a messenger. When they come home they can spread it to the family.
7	For instance, in my own city kids in the schools started sorting paper for the separate waste collection. In this way we assisted in an increased attention by the families to the recycling matter.
F	Translation. So getting back to the main issue – how to increase legitimacy. So, most of us agree on working on education (in the schools). Can we think of any other keywords? Up to now: information, education.
6	Information is not a brochure that you can put in every house, but it's more active – talk to people, go to houses, schools, etc.
F	So that is the way to overcome mistrust?
6	Yes that's the way to start. In our city it's the mayor who holds the conference to open the door. The public administration has to be in there, to increase social legitimacy.
F	Would you say that you have this problem in Milan too?
6	The people open a little bit more of their heart to the administration in that way.
5	Another keyword: transparency. The municipality has to be transparent, not to have back doors – avoid hiding issues, be there with the people.
F	How can we get there? To be transparent and get more in touch with the people (with active information)? Is it possible to combine these two? To number 4: is there a conflict between participatory processes and the interest of public administration?
F	Any idea on how to solve these conflicts? One step back – the political organisation. How does it work in Estonia? Here for example we have zone councils. Is it the same in Albania and Estonia?
5	In Albania there are two levels of public administration. Municipalities (61); the second level is regions (12).

F	So the smallest one is the municipality.
5	There are administrative units but the mayor is elected by the people.
F	At the neighbourhood level?
5	Neighbourhoods and villages also have one person that is put there by the mayor.
F	What about other countries? Political distribution that influences the decision-making.
2	In Estonia, the mayor forms the city government.
F	At the lower level?
2	There are villages, which are closer [to the people] of course. It's for every citizen – they can go there and say 'I have this problem ...'
3	In our case: how to move scepticism? I think that in our case we involved external experts that were separated by city government. We called an architectural forum. Students of architecture discussed matters with public authorities.
F	The experts in this case worked as facilitators between citizens and the public administration. This is also an interesting scenario. Is that the case in other projects? What do you think? Do you think this could be a good strategy for transparency? Do you think this can be helpful?
2	Yes it's very good.
1	You have to keep in mind that we all know many experts whose views are quite radical, so being diplomatic in conflict situations is absolutely important.
F	So, even the external figures are not that neutral. This brings another interesting topic. Calling external experts doesn't completely remove the doubts.
5	If we don't have transparency ... it is sure that the perfect scenario would be with neutral stances by the actors.
1	In the post-modern era there are a lot of emotions.
F	Other ideas to favour transparency and favour public legitimacy?
7	We focus intensely on the relationship between citizens and politics. In the Italian context it often happens that bureaucracy turns out to be a hindrance to the relationships between citizens and administration. How does it work in your cities?

F	Does bureaucracy facilitate or hinder?
2	In Estonia, the participation in the planning system is set by law. There are strict demands: how many weeks, how the decision is made. If somebody complains about the decisions it must go to public servants with official requests. To ask public opinion about how to use city money is not regulated by law, but also works quite well. It helps to make the city government more transparent.
F	It's an interesting point. Can we also say law enforcement [as another keyword]?
5	In Albania it's the same. You have to have five public hearings. If there is some conflict you have to extend the time of the public hearings. On anything that impacts the environment you have to create these public hearings. In the case there is disagreement, you have to postpone the project. More enforcement and more control by the law is needed.
F	In this case do you think that a very high goal is set?
5	It should be the standard, it's not a high goal.
F	Transparency, information, law enforcement. Can we learn from our mistakes that created scepticism and problems? Can you identify any factors or components?
1	In our cases there are a few troublemakers. I don't have any idea if there is any legal way to neutralise these – maybe bodyguards (joke)? These individuals destroy debate and some cases you don't have any tools to neutralise them.
F	An interesting issue: troublemakers. Did you have any experience?
2	Yes of course: usually we don't have bodyguards. It's a question of who is arranging public discussions, how to avoid these speakers? It is a problem. When you have a group that says: 'this is very bad!', sometimes other groups stay quiet.
F	So isolating the troublemakers could be efficient. Maybe there are one or two – their voice is louder but they aren't organised.
5	You have to describe how you dealt with this problem. It's a real problem that exists, but we just have to convince them. With World Bank issues, we've had this problem in Albania. Sometime is not scepticism and it's just being political opponents. The World Bank gives the money but the project is implemented by city governments, so someone who is against that government creates trouble to oppose the government.
F	How can we make a keyword out of the revolution/evolution matter?

1	It's a matter of a way of behaving.
F	The culture of democracy/tolerance? Would that be a keyword?
6	There must be a culture of tolerance!
F	It's not your job to make people more democratic – but how can you deal with this issue (creating a culture of tolerance?)
5	We have an Albanian saying: pull it but don't break it..
F	Is there is anything remaining in your mind that you want to share? Please share. And after the implementation of your project? Did the project gain consensus in your opinion? (As a perception of yours.)
2	It depends very much on how we run these conferences or meetings, who is presenting there, the experts, how well we have described our ideas and so on. If we want to have positive effects we have to start working very hard before (in the design phase).
F	Get into details from the first moments and be very precise?
2	Yes, let them understand right away.
F	So – people who have been working on the grassroots side – was that your case? (to 6 and 7, Italians.)
6	Yes, it must be supported.
7	When the biomass project was presented, local administrations believed they were doing the right thing, but citizens, lacking access to information, perceived it as a negative thing (because they feared pollution in their area). What was missing was the first step towards engaging citizens. It was later explained to them that through employing biomass, increasing energy could have been provided to the neighbourhoods.
F	Translation; it's important to include the citizen from the beginning.
6	Education is important. Starting from the small bases.
F	What 7 was saying – bringing us to transparency as a keyword. Perhaps they didn't trust because they didn't experience transparency. Okay, how did you find the discussion?
1	Awful! Interesting (joking). There should always be a little amount of irony in this context, because it's a very human topic.

Table 6	
F	Explanation of the topics to resolve some uncertainties in the interpretation of the questions (requested by 29).
29	<p>The more relevant topic is street lighting where citizens have been informed but not involved in the planning phase. Small conflicts and opposition were generated for the perceived worse quality of the new technology (less lighting power). To solve the problem they have been organising an energy conference in each municipality to inform and share knowledge about the importance of the project.</p> <p>The main issue is that citizens are not interested in energy savings (and don't want related technology) because they don't pay the energy bill directly for street lighting and public buildings.</p> <p>To solve the problem, more involvement in the planning and/or in the implementation is needed.</p>
2	The preference of the citizens on how they want to light the neighbourhood is important.
6(9)	<p>We explain to the citizens that new is better than old in terms of quality and costs.</p> <p>Explanations were spread in all the villages – more than 6 months of an 'explanation tour'</p> <p>Dedicated groups for the dissemination were created with one insider of the community that played the role of cultural mediator (previously very well informed about the project).</p> <p>The information campaign was successfully because it had been carried out before the project implementation and because the explanation was based on figures that told a clear story: by this project we save money and we can invest those savings in other directions.</p> <p>It depends on different contexts but in general information is needed that results from a process of collecting, merging and spreading the different perspectives of a project (saving, security, efficiency, change in practices).</p> <p>The main problem is how to motivate people in take part in seminars and other events aimed at diffusing this information.</p>
2	There was a need for a very capillary action of door-to-door practice of involvement.
12	Communities primarily want to preserve their identity and this perspective has to be taken into account,

	An example (other than the project under discussion): the project of lighting the bus with new technology gave back space to the community and improved local identity.
7	Initially there were some problems with the neighbourhoods regarding the long time taken to conclude the project, but with a careful and continuous explanation during the process they've been partly solved.
21	<p>An involvement was made up of different tools:</p> <ul style="list-style-type: none"> • Seminars and other events for 'environment-related' people and professionals • Going to the street level (market square) • Big events for the wider public based on empirical and concrete issues <p>All this complex strategy was aimed at gaining the trust of people.</p> <p>The municipality worked out a long list of wishes from citizens and then define the priorities of the intervention.</p>
1	<p>2016 Sustainable Tourism in North Albania (create guest houses in existing homes – a need for training owners on many different topics).</p> <p>The project began with a general kick-off meeting with representatives of the local community but no one wanted to participate.</p> <p>So, they decided to take people to visit a nearby community where guest houses were already developed – a practical demonstration of the benefits of the project that resulted in a shifting of participation.</p> <p>Another relevant initiative was the local mapping of the situation of municipalities connected with the Administrative Territorial Reform.</p> <p>Some involving activities (workshops, community dialogue) were organised to engage citizens and local government workers in giving a score to the quality of administration and life in cities.</p> <p>The gap among the groups is information-based and mainly due to the fact that decisions and PA initiatives are not diffused and transparent (only present on the municipal website, in a country where ICTs are not so common).</p>
12	<p>A relevant aspect concerns the <i>time</i> dimension.</p> <p>All the electricity produced is provided to the grid and not directly to houses and buildings in the proximity of the wind farm.</p>

	<p>The first wind farm was in Tooma in 2009, when the area was connected to the electricity grid, and the last was planned in 2010 (completed in 2012) – but the entire process dates back to the early 2000s).</p> <p>Time is important. The long duration of the project allowed a strategy of communication and engagement of local populations to develop, and stakeholders and wind turbine producers had good results. By opening up the technology to locals (visits, explanations and so on) the gap between community and technology was well covered. A satisfactory agreement for the wind generator installation was reached (no installation within a radius of 500 metres from the closest house)</p> <p>Former projects didn't work because stakeholders didn't communicate and create links with locals; now they learnt the lesson.</p> <p>Locals are happy that the wind parks stay there because some percentage of the income of the wind park is give back to the community to a NGO that reuses it in local/social activities (2016, €37,000)</p> <p>Locals are quite satisfied because they earn something.</p>
2	<p>Living streets originated in Ghent (and the concept has been replicated more than 40 times all over the city) where a specific organisational layer is present. The process is not totally spontaneous nor top-down but mediated and steered by a group of volunteers with some of these that were former administrative staff.</p> <p>This organisational aspect is one of the main elements for the success of the initiatives. In fact, when exported to other cities where this layer is not present, everything changes. The Living Street organisation loses control and often instead of physical interaction and involvement activities they use a virtual platform such as Facebook where everything is raised (good, bad, positive, opposition) with no mediation and this is not good for the success of the initiative.</p>
29	<p>[comments to the previous] The point is that even if the initiative for living streets is bottom-up it needs to be authorised and supported by the local authority that has the responsibility.</p> <p>There is not a European platform or format to transfer the experience.</p> <p>The context is important, i.e. in Spain people already live in the street.</p>
6(9)	<p>How do you standardise the format of projects like living streets?</p>
2	<p>Just the beginning can be standardised but then the further development depends on the context.</p>

	The philosophy behind the project is not to just organise events and social life but to make possible the spontaneous emergence of local identity.
29	What is the nature or the main issue that living streets is focused on – social, environmental, mobility?
6(9)	Living streets has to be intended as a tool to engage people, so may be oriented to different objectives.
2	A festival and tourist-attractive way of living cities (e.g. Amsterdam) is not the aim, because the aim is to push temporary initiatives to foster permanent changes such as pedestrian areas and a different mobility model.
12	If the project has lasted for 5 years, how you can measure the actual change in people's minds in such a short period? ('we can't', is the answer).
6(9)	Living streets is a good platform for communication and cannot be standardised because every context is different.

Table 7	
2	Involving people in policymaking (and even more in decision making) is very difficult (especially for the formulation of a national policy), but involving them on a local scale is easier, it is possible as it is small-scale). The process from the local level can then reach the larger context (national government).
F.	What was useful and what was counterproductive?
2	In general there was no conflict with the citizens, because the impact on citizens wasn't problematic; but a small part of project (the design of the area) was changed to avoid conflict.
F.	Has the process been accepted by the citizens?
2	The project was accepted because it was shown to the citizens that behind the project there was nothing different from what they had been told (TRANSPARENCY). There was no conflict because there was no direct impact on the interests of citizens. It was a pretty simple case (Albania).
1	It is important to empower citizens, to make them feel important with regard to concrete and practical decisions (e.g. redesigning the streets).
F.	Has the process been accepted by the external public?

1	<p>Insiders are residents, but taking care of the quality of the process also means looking at the outsiders. It's important not to start from the insider's narrow perspective, but to map all interests.</p> <p>To create a climate of trust it is also important to have face-to-face interaction, not digital (e.g. no Facebook).</p> <p>The other important thing is for participants not to try to convince each other, but to tell the experiences from their point of view, to be heard and put themselves in a dimension of listening.</p> <p>It is essential not to have rules already decided, because it is important to establish them together.</p>
2	There are strategic tools for involving citizens, e.g. surveys for information and data.
1	It is important to have a limited/defined but 'dense' (i.e. intense, high activity) time to involve everyone (e.g. 2 months, 24 hours a day). Opportunities for socialising are important (e.g. barbecue).
F	What were the citizens' perceptions?
1	There were conflicts, but they were solved by proposing a technical solution: 'let's measure the impact'.
3	<p>Participation can be ambivalent: it can facilitate a policy or hinder it.</p> <p>The perception was that the decision had already been made. The result is that everything is blocked (Venice case).</p>
1	If it really was, the citizens were right.
3	Yes, the decision was already made, but there was room to decide 'how', for example to establish compensation for the location.
1	So participation was instrumental.
3	It was a 'not-in-my-back-yard' (NIMBY) case.
9	<p>Participatory approaches are difficult because in 99 % of cases the decision has already been taken and there is a kind of manipulation.</p> <p>Then the more important a decision is, the less citizens are interested.</p> <p>The citizens had a series of doubts about the usefulness of the project.</p>

	<p>They voted in favour because they were afraid of losing their jobs.</p> <p>The chain of transmission is important: citizens say what they think in participatory processes, but then what is said must be transmitted at the top, and at different levels of government (the mayor has to tell the head of the region, etc.)</p>
2	<p>There are projects that are more difficult from a technical point of view and these take longer.</p> <p>We reiterate the importance of convivial moments (e.g. drinking raki together).</p>
1	<p>Returning to the question 'technical aspects – social aspects', conciliation is really difficult.</p>
5	<p>People immediately said 'I don't believe it'. The first solution was: advertising. The personal approach also works (like an important information campaign).</p> <p>Citizens are interested in the material aspects: energy saving equals money saving.</p> <p>Renewal subsidies have had a negative impact [not explained why].</p> <p>The media don't report the positive aspects (except maybe major ones), but they report all the small disasters.</p>
7	<p>The success of the policies is also made by the shortcomings of the institutions, such as not renewing a plan or refurbishing a kindergarten for 15 years.</p>
6	<p>It is important to sell the idea of the new that allows you to save, to have benefits.</p> <p>The encounter between the idea of citizens and that of the institutions is incidental (it happens at a given moment) and there must be mutual acceptance.</p> <p>Public participation can also be against formal decisions; there can be an inverse relationship between social and institutional acceptance (the more a project is socially successful, the less it enjoys sympathy in public administration).</p>
2	<p>Politicians and public officials almost always reject the idea of a participatory process.</p>
6	<p>Social capital is important. Previous relations between citizens and local government are important, and the level of trust in institutions is important (if citizens have jobs, education).</p> <p>It is important to identify the people and actors who can facilitate the process and ensure its sustainability over time. This is a real process of social selection.</p>

2	It is difficult to change the preferences and tastes of citizens: citizens don't want more bicycles, but they want more cars!
1	Citizens understand only the things that concern them directly: over time, they can understand that for them it is better to have more bicycles (vs more cars).
8	It is a problem of scale: the smaller it is, the better the project works.
4	The main criticism concerned the information campaign: citizens were not informed about the progress in each step of the project.
2	The acceptance of a process depends on the size of the problem, the location of the problem, but also on citizens' level of education.
6	In participatory processes there is always resistance, everyone always thinks that their idea is better than another. But in innovation you do not have to convince everyone, you have to convince half of the participants (innovation is not for everyone).
2	Half plus one!
1	The values with which you work are important: honesty, for example.

Table 8	
F	When we are speaking about public legitimacy, contexts really matter. I think it would be interesting to understand the context you are coming from and especially whose legitimacy your projects are looking for. I would like to ask all of you to share with us what is the context and the community of their intervention. Give us an insight into what groups your project would like to conquer and which are the players involved. How many people? What social groups?
6	In our project, we are looking for the legitimacy of citizens that we are involving in the different processes. The scale of the engagement is different: we would to reach the legitimacy of people living in the single building (small scale) tackled by our project and of those living in the district we are working on. For us, it has been difficult to deal with two different types of social legitimacy.
5	I am an energy adviser and I was involved in implementing energy efficiency projects in private buildings. In this case social legitimacy is very important because people have to sustain 60 % of the energy efficiency intervention costs. Most of the time, initially people opposed these interventions as they didn't understand the benefits. In order to gain their consensus, we explain to them what their gains will be as individuals and what is their general contribution to society and the environment. We focus on key

	<p>issues for them (e.g. economic benefits versus costs; payback time). We stress the social and environmental aspects a lot, as people are more careful about these aspects today.</p> <p>In these projects, it is also important to adapt the language and contents to the different kind of people we are involving. We interact with people with different social, cultural, educational and economic backgrounds. Thus, we have to find the right words for engaging pensioners and engineers.</p>
7	<p>We are working at a macro level because our project involves partners in 10 EU countries and stakeholders in each country. We interact mainly with our partners and they interact with stakeholders in their areas. We are supporting partners to identify strategies for engaging stakeholders. Not all our stakeholders are using the same strategy. Overall, in the project we have tried to obtain the legitimacy of representative organisations in the sustainable energy area in each country that are used to working with grassroots organisations and stakeholders. As to the social legitimacy in each country, we are working with partners to engage grassroots organisations that can then mobilise citizens. We have asked all partners to identify key stakeholders that can bring in resources for sustainable energy interventions.</p>
F	<p>A question for no 7: Could you please unpack the issue legitimacy of intermediary organisations and can you please explain what feedback you have from the people?</p>
8	<p>Our partners are working with different types of stakeholders. Some partners are working with municipalities, others with enterprises. For example, the partners from Hungary are targeting municipalities. They have a call for participation that was sent to all municipalities and they will mainly work with those answering the call and expressing interest in the project.</p> <p>We, as main representatives of the consortium, try to equip partners with abilities and capacities to provide resources and skills for their stakeholders (e.g. grassroots organisations). Thus, we aim to build the skills and capacities of intermediary bodies that can then become agents of participatory processes in their own countries.</p> <p>In order to engage partners, we try to explain to them that the project can provide a benefit for them so they can provide benefits to their grassroots organisations.</p>
4	<p>We work with local administrations, but citizens are our main target: citizens in general, communities at district level and/or thematic level (e.g. bikers), especially when processes regard specific measures and target a specific social group.</p> <p>In Belarus we have some problems with gaining social legitimacy, as our democracy isn't very strong. There are no local elections and the mayors are appointed by the government. On the one hand this creates mistrust between citizens and local</p>

	<p>administrations, and in the true value of participatory processes. On the other hand, administrations fear what we are going to tell citizens.</p> <p>Our role is to create a dialogue between these target groups and show them that part process can work and can bring benefits for both sides.</p>
F	<p>Francesco, who are the people whose legitimacy you are looking for in Puglia?</p>
3	<p>In our case, it is worth taking a step back and specify that our project obtained political support when the idea was designed. However, the idea wasn't designed together with citizens. Thus, now we need to obtain the legitimacy of all citizens in order to support the implementation of the decarbonisation plan in practice. We are paying a lot of attention to not isolating anybody in the engagement process. We need to build consensus at all layers of society and keep it engaged for a long period of time.</p>
F	<p>While in the other cases, social legitimacy is build through co-design of interventions, the Puglia case is interesting because they are seeking to build social legitimacy ex-post on a decision that has been endorsed by political actors.</p> <p>What about the other cases?</p>
2	<p>In Tartu, we have also a smart city community that involves public actors (municipalities), enterprises and citizens. The smart city community is very large.</p> <p>Just to take a concrete example of how things work in Tartu: For instance, when the municipality is working retrofitting residential areas, they engage owners of the apartments. They try to show them the benefits of the intervention proposed by the municipality and how they can contribute to it in order to improve it for themselves. Thus, the first step is to convince residents that it is a good thing to do. Then they engage private companies. Companies and citizens are brought together to design possible solutions for the retrofitting of the respective area.</p>
F	<p>Listening to you, I understand that most of the work done for building social legitimacy rotates around citizens'/specific stakeholders' awareness on sustainable energy-related issues.</p> <p>In building social legitimacy, one of the risks is that people that are interested in the topic are those that attend the meetings. That is why you perceive that legitimacy is there. How do you measure social legitimacy? How do you target people not already engaged in the respective topic?</p>
1	<p>In our case, we have noticed an increase in the participation in sustainable energy weeks over the years. Participation is higher when local authorities are involved in the organisation of the events during the sustainable week, show their results and their proposals for actions.</p>

	<p>I have examined all the SEAPs of the metropolitan area of Venice and I have noticed that citizens' involvement in the design of these plans is quite different between cities. Venice has worked a lot on involving stakeholders, in particular public universities, as well as citizens. The participatory processes put in place involve a huge number of stakeholders (universities, NGOs, companies, etc.), institutions and citizens.</p> <p>Cities with 27,000 inhabitants generally engage citizens and NGOs through different kinds of meetings.</p> <p>The lowest level of engaging stakeholders and citizens is registered in municipalities with 4,000 inhabitants. In this case, no stakeholders or citizens are involved, but only local public administrations.</p>
F	<p>On a scale from 1 to 10, what do you think the level of social legitimacy of your project was at the beginning? Just pick a number.</p> <p>When the project is presented people are coming with expectations that may be positive or sceptical. At the beginning of your project what was people's perception about your project? Were they positive or sceptical?</p>
6	<p>For the building retrofit, 9. This was good, because we needed this kind of consensus to carry out the project.</p> <p>For the other activities, I would say 6 as they are rather new (e.g. the digital market).</p>
5	<p>Before the process 2–3, and after 7–8 because people understand if you explain the benefits of energy efficiency to them.</p>
7	<p>In our case, I would say 6.</p> <p>There was quite an interesting situation from this point of view. Some of the partners joined the project mainly for obtaining the funding. We agreed with partners that the project would focus on soft skills. We wrote the project and submitted it. When we won the project and started working on it, partners read the project and understood that it was mainly focused on soft skills. They began to question the soft skills focus and asked for a higher focus on the technical part. They seemed little interested in soft skills (participation, etc.), but more interested in technical ones regarding sustainable energy issues.</p> <p>As we wanted to see what stakeholders' interest in soft skills was in the 10 countries, we carried out a survey on this topic. We found out that local stakeholders had been really interested in advice on soft skills. We also noticed that there were a lot of actors that hadn't spoken to each other. While at the beginning our partners had a low level of legitimacy in their own project, once they had seen their stakeholders' high level of interest in soft skills, their legitimacy level increased.</p>

4	It was 2 or 3 at the beginning and after 3 years it was 6–7, quite high for the Belarus context.
3	A couple of years ago, when there were strong political debates on it, the level was 7. Now, when it is the time to decide, the score is 5–6. The level is lower as on the one hand the issue isn't so much on people's minds and on the other hand because probably the programme isn't very clear nor well explained. Even when you read the description of the purposes of the programme in the Puglia region, they aren't clear at all. This is maybe because the programme is still not well detailed and this is a critical point. In order to obtain social consensus, people need to clearly understand what are the purposes and features of a proposed intervention and how they can contribute to it. If all these elements are lacking or are weak, then it is easy for the social consensus to go down.
2	It was 4 at the beginning. Afterwards it increased a lot. The project is still ongoing. At the moment I would say it is about 7–8. It's not easy to maintain social consensus throughout the entire process, especially if it is long and things planned don't entirely depend on the leaders of participatory processes. In long-term participatory processes it is important to focus on decisions/actions that you know you can implement. Since people aren't specialists in energy issues, when you engage them for designing an intervention or for a specific decision, you create expectations. If you don't implement the respective decisions/interventions, you fail to fulfil those expectations and people may be disappointed and withdraw their support for the intervention, stop engaging in the process and, or worst, oppose it.
1	<p>At the beginning, stakeholders and citizens were just curious, but not really engaged. Now, after a couple of years of involvement, they understand the benefits of the processes we organise. I would say that social legitimacy scores 9.</p> <p>Adriatic LNG, managing the first offshore structure for liquefied gas in Italy, is in Veneto at around 15 km from the coastline. The company participated in our sustainable energy weeks explaining the investment and showing the results of the gas pipeline project after 5 years from its construction. Citizens participated extensively in the event with the company and were keen to find the results obtained for the community. Its investment is well accepted in Veneto.</p> <p>There are also examples of initiatives for which there is social consensus, but that are not implemented in the end because of administrative/legislative regulations. For instance, in our area there is a big project regarding the refurbishment of a building in a sustainable way proposed within the Agenda 2021 framework, which also foresees a participatory process. The investment for the intervention amounts to around 3 million euro. However, it cannot be implemented because the administrative court decided that the building is a cultural one.</p>

F	<p>Many of you are public servants and some of you are brokers of connections between politicians and the community. In your view, on a scale from 1 to 10, what was the level of trust in institutions that promoted the process at the beginning of your project?</p> <p>What do you think it has been the level of trust vis-à-vis institutional promoters at the beginning of your project?</p>
6	<p>The trust in institutions was quite low. Overall I would say 5. However there are big differences among people. Some of the people were rather sceptical towards the policy of the municipality, but since we were the promoters of both the project and participatory process, they were enthusiastic about participating.</p> <p>The difficult part is to involve those that are sceptical. It is easier to work with the enthusiastic ones, but not very effective for the process, especially when decisions have to be taken. For instance, if you don't have on board the opponents of the retrofitting intervention, then the risk is that the decision on retrofitting is blocked at the time of voting. In our case voting takes place at building level.</p>
5	<p>The level of trust in the participatory process also depends on the person promoting and leading it. Estonia is very small and if you work in villages for a long time, a lot of people know you and trust you.</p> <p>I already have some social capital and this matters. Trust is built by the reputation and legitimacy of the person promoting the process.</p>
7	<p>In our case, there are two levels of trust: trust in us, and trust between our partners and their stakeholders.</p> <p>The level of trust in us is high, also because the partnership is made up of recognised actors with a high level of legitimacy at international level such as WWF, several universities and NGOs around EU MSs. In our case the type of organisations involved in the partnership and promoting the project influenced the level of trust in us within and outside the partnership.</p> <p>As to the level of trust stakeholders have in our partners, it depends on the partnership strategy selected by the various partners. For instance, some partners preferred to work with stakeholders that they already knew and had worked with. In this case, the level of trust is high. We tried to push them outside their bubble and to make them work with new stakeholders. However, we were only partially successful as most of them preferred to work with stakeholders with whom they had previous relations. The level of new stakeholders' trust in our partners is low, because trust has to be built and this process takes some time.</p>
4	<p>We can divide our participants into two groups with two different levels of trust.</p>

	<p>The first group is made of local public administrations, public transport operators, road policy, etc. This group can rely on full political support from the mayor and if someone is sceptical, they can interact directly with the mayor. For instance, the road policy didn't want the bicycle lanes, because they feared an increase in car accidents and this also meant more work for them. However, they discussed it with the mayor and the mayor decided that it would be built and explained it to them. Afterwards, they accepted it and didn't oppose the project.</p> <p>Citizens' local group: there is a high level of trust (8–9) because our NGO implemented the participatory process and project activities. They trust our NGO because they saw that we are motivated and committed to implement all activities and also because we manage to transmit their opinions to public administrations (e.g. the municipality).</p>
3	<p>The level of trust is good. However, it may be challenged in the implementation phase when decisions have to be taken about land use, etc.</p>
2	<p>In our case the level of trust was very important. Administrations enjoy a credit from the past, because people had good experiences with the institutions that are promoting the process. However, we have to make sure that it stays high.</p>
1	<p>Citizens' participation isn't very easy to obtain by public administrations.</p> <p>In my experience as a city councillor of Venice municipality and as a regional councillor of Veneto, I have seen that citizens participate if they have an interest in the process (e.g. they can obtain some kind of benefits from them. They are interested in opposing the process, etc). Some of the forums we organised on various issues (environment, transport, etc.) were crowded with people that were only there to oppose the decision. It isn't easy to obtain citizens' trust and participation.</p> <p>In the case of sustainable energy weeks, the level of trust is high and there have been no conflicts.</p>
F	<p>Do you think there had been some tools/choices you had made that helped you to obtain social legitimacy? Going back in time, are there choices or decisions that you would make/take differently now? Please look at the two sides and share your experience with us.</p>
6	<p>In our case, it was a good idea to involve a champion of retrofitting for each building and engage them in involving the rest of inhabitants in the process, and in explaining the benefits and the cost of the interventions foreseen. In this way, we created a filter between the technical part of the project and the citizens we want to get into the process. This was a good choice as it proved successful in growing consensus for the intervention and legitimacy of the participatory process.</p>

	<p>A choice I wouldn't make now is that of making promises that aren't under our direct control. At the beginning of the project we involved people in some of the actions not under our leadership and we promised things that were outside our control. We didn't manage to maintain our promises and this decreased trust and interest in the process. We have learnt that it is important not to create false expectations. If things aren't under your direct control, then you have to make sure that you can do them.</p>
5	<p>We have to pay careful attention to the things we promise. We cannot deceive people as this is very dangerous and doesn't pay back in terms of obtaining people's trust and legitimacy.</p> <p>As a general rule, I promise less than we are going to get afterwards. For instance, in retrofitting interventions, the payback period is 15 years. However, I tell them that the payback is around 17–18 years. We have to be as much as realistic in our promises. People know what is realistic or not.</p>
F	<p>No 5, are there any things that you would have made differently? Can you share with us an example?</p>
5	<p>I don't know.</p>
8	<p>Good choices: increase bilateral communication and direct interactions with our partners and stakeholders in the country, especially when partners requested to focus more on technical issues.</p> <p>One choice I would make differently: I wouldn't adopt a top-down approach anymore in building the project. Initially, we foresaw that we would build engagement tools at central level and partners would implement them at local level. We have learnt that this approach doesn't work. There is a need for greater flexibility in order to adapt tools and strategies to specific contexts and address low levels of trust in those contexts and not in general.</p>
7	<p>We wrote the proposal without the partners. During the kick-off meeting people started realising the commitments they had taken on with the submission of the project. If they had involved partners more in the drafting process, this would have allowed them to take ownership of the project.</p> <p>The original project foresaw the same tools for all 10 countries, but now they have a more flexible approach to the tools design process. We are tailoring them to partners' contexts.</p>
4	<p>People had to participate for a long time, as the organisation and implementation of the participatory process was rather long. It took us a year to create one working group. We involved local leaders, media to create a context of transparency,</p>

	universities, bicycle communities, citizens and businesses. Involving all actors was a crucial choice for the process.
3	<p>Bad decisions:</p> <ul style="list-style-type: none"> • Not letting people know at which point of the procedure they are involved. It is different taking and implementing a decision tomorrow or in 5 years. If a decision has to be taken/ implemented in 5 years, it isn't credible that you ask people to participate now. • Not providing a good communication on what decision makers expect from the engagement process. People don't know what decision makers really want to achieve and this decreases their level of trust in both institutions/politicians and the participatory process. • Involving people once in 10 years. People have to be involved from the design phase and throughout the implementation phase. <p>Good choices:</p> <ul style="list-style-type: none"> • Implement a real co-planning process that allows all actors to contribute to the drafting of the plan and documents foreseen. When the final decision is taken, policymakers have to justify if they don't take into consideration people's decisions or if they change things in citizens' proposals. • Wide information throughout the entire process. • These actions are only taken in landscape planning.
2	<p>A good decision consisted of also pointing out negative aspects a decision/intervention may incur and not only the positive ones.</p> <p>In our case, one of the biggest problems is that we are making promises on decisions that don't depend on us. In my view, a good rule is not to promise on those aspects that others have to decide on and on which you cannot impact.</p>
1	<p>In my experience, associations are more interested in participating in decision making/policymaking than citizens and they also have more knowledge on issues at stake than individual citizens. Often citizens are not familiar with the contents of the decisions/policies to be taken/ designed and the lack of knowledge on technical issues makes them less interested in participating. It is easier to involve them through the associations. Furthermore, associations can also provide promoters of participatory processes with information on the engagement strategy to be designed.</p> <p>A good decision was to first involve environmental associations that are committed to engaging citizens. Individual citizens are not always well prepared on sustainable</p>

	energy issues and it is difficult to have them in the process. Associations have more knowledge and are more interested in participating. We are a larger society than Estonia and we have to choose the right stakeholders in order to have an effective process.
F	Have you experienced a change in people's energy? Sometimes people say they are tired of staying engaged. On the one hand this may have to do with the issue of expectations and on the other hand with the fact that being part of a community requires contributing with resources (e.g. time). In your view, what helps people to stay engaged?
6	Showing a clear path and achievable results in a short time can help to keep engagement. Another thing that helps is to make the process as relaxed as possible. The process should be designed in such a way that people don't get bored.
5	Estonia people are slow thinkers and it takes them time to elaborate. If they are interested in a topic and if they understand the benefits of participating then they will come. It isn't complicated to engage them.
7	Informal settings and actions may make the process more interesting for people and less boring. However, some stakeholders don't like this approach. Furthermore, we encourage our partners to have continuous contact with their stakeholders.
4	When you deal with activists it is important to be effective, to maintain commitments and deadlines. Furthermore, it is important to engage them only when they are needed so that they can feel important actors in the process. It is important to co-design the participatory actions. For instance if you organise events, then define them through collaborative processes.
8	I don't agree with no 4 on the fact of involving people only when their help is needed. In my view, the engagement should be continuous through a policymaking process.
4	If you involve them when their opinion isn't needed, the added value of their involvement is weak. For me participation for the sake of participation kills it.
3	Engagement may also change due to changes in the political context. In Italy, the political context changes frequently and this triggers changes in objectives, targets, approaches, etc. and makes people's long-term engagement more difficult. If political contexts are stable for a long period of time, it is easier to maintain engagement.

Session 2 Institutional Sustainability

Table 1	
F	Did you make some choices which were revealed as wrong, generating opposition in the public administration? On the other hand did you make some particular choices which were useful for acceptance by the public administration?
4	Often public servants are afraid, it's natural. At the beginning the promises are necessary. Who chooses the participative way has to be natural and understand the promoters and the opponents.
3	I can offer an example. When new tools need to improve some skills public servants often aren't open to change. It's necessary to overcome the routine and understand the mechanisms. The processes which included public administrators during the beginning phase are the most successful.
4	Explaining the project difficulties to public servants during the first phase is necessary.
3	Changes focused on energy policies needs hard work. The problem is that often a huge effort is asked for without resources.
4	In my opinion the most important problem is not the lack of funding but the willingness to formulate the project within the public administration at the beginning.
8	Often, asking for a bigger effort in sustainable policies is not easy. In the UK local municipalities don't have control over energy plans, it could be a positive and negative point at the same time. The risk can appear when the central control finishes and the project might be stopped. When there is a strong political support it is different.
1	Many public servants belong to a generation, which didn't use these kind of methods. This is an important point. It should be made a participative programme inside the public administrations before starting. The politicians have to define every detail at the beginning. In our case participation was also appreciated by politicians because it represented an opportunity for European grants.
4	During 'living streets' we collaborate with other administrations. Cooperation between public administration and politicians made the process easier.

2	Sustainable policies need a long time, so the coordination between public areas is important. Every area has to participate.
F	I know that in the British case the cooperation with local government was not easy.
8	The difficulty was huge, especially in the communication between local government and international companies.
F	If you had some problems with public administration or companies how did you overcome the pitfalls?
3	During the formulation phase in Turku the government created a shared agenda. Every year the agenda involve experts who explained the situation. This strategy was successful because in Finland the public administrations are huge and efficient.
8	Often local politicians have a short view focused on a small scale.
2	When a big company decides to act the local government doesn't have many tools to use influence.
4	What if someone decides to stop the project? If some government wants to empower the citizens? It should be the local governments that search the big companies.
1	When we are working on a local scale we have to think that the aim is the participation of local administration and politicians. We have to be able to communicate with big companies after having adopted a specific work plan.
4	These kinds of projects can generate worthwhile systems.
1	Often the citizens want influence every policy area; the administration has to be efficient in explaining where the boundaries are. It is also important at a political level politicians in public contexts should not be able to tell lies.
4	In a routine situation we don't have the possibility to organise living streets because there are too many administrative steps. We were able to explain that it represented an opportunity for the community if everyone could have provided some resources. Political accountability is really necessary.

Table 2

F	You could begin by reflecting on if there were problems, some opposition.
6	<p>The problems that we faced – it is funny, I know – but involving stakeholders was the problem, although in a positive way. Our communities trust municipality leaders and the administration so much that it is difficult for people to understand the added value of a participatory process. Our public administrations are typically very transparent, so it is hard to involve the people, they normally answer that they trust us and there is no need to hold a special public meeting.</p> <p>Everyone knows everything, everyone trusts everyone. I had to remind several times to citizens that our community is made not only of the 10 trusted people in the municipality.</p>
8	<p>People use different information channels, so we tried to use a wide array of tools for making our activities known to them. We used newspapers, a Facebook page, emailing lists. Concerning the latter, we sent a lot of information, sharing our activities, and this happens very often. We also used some traditional tools very effectively, like posters promoting events and activities.</p> <p>We had mailing lists for citizens providing general information, but also special lists for different classes of recipients, such as entrepreneurs or newspapers.</p>
F	Is the project funded at the municipal level?
6	It is an EU-funded project and there was the participation of several people, but again, the point is that on most occasions, people don't feel the need to participate. So in this respect, the problem of institutional acceptability is reversed, we are too trusted.
7	At the government level we used almost the same communication means. We have different lists of people who might be interested – business, NGOs and so forth – and then we provide targeted communication to them.
F	What about you, no 4?
4	No comments. It depends on the cities, I think, especially as the size of the cities is the real problem. People live separated from government.
F	Do you see any solution to that?
4	Officially a web page exists, yes, but well ... I don't know. I only have very weak comments on the point.

2	<p>I would like to comment on 6, 7, 8. The problem of your citizens is that they trust public administrations too much and hence see participation as a burden.</p> <p>I am working in a company that mostly carries out educational projects. Your approach to participation – for instance in the case of a policy that is underperforming – could be that you ask them what they think. But let's try with a non-formal educational project, for instance a treasure hunt where you involve citizens in something like a game and where you can collect answers. There are several kinds of these tools and they could be particularly suitable to cases like yours, where the problem of participation derives from too much trust.</p>
6	<p>We did things like the one you are proposing. But I am not sure that these work for the topic of energy development. We tried to use a youth council, they worked with all the documents from the project, but this was not a very successful experience.</p>
2	<p>Okay but this too, is still a formal approach.</p>
7	<p>One alternative approach we used was with the involvement of universities. We raised the issue we were interested in and that was used in class as an applied exercise for the students.</p>
F	<p>Okay, any other experiences on acceptance by public officials?</p>
1	<p>We have proposed to the municipalities of the Union a sort of guideline to the new system, but they did not accept it. Hence, my colleague went to the finance offices and tried to train them in order to achieve greater acceptance.</p> <p>We did not have the problem of too much trust as our colleagues 6, 7, 8; but our citizens want to collaborate and participate.</p> <p>Connected with the point raised by no 2, our people want to be informed, and accept very easily what the municipality says.</p>
F	<p>Well, we are here to talk about possible resistance by public administrators and politicians, can you comment on that?</p>
1	<p>Well, there was generally a high level of acceptance. Public administrators were only keen to press for providing more information on the system to raise acceptance by citizens.</p> <p>In this respect, we did a project last year 'A history on the piece of paper', and now there is a project on composting. We have been working for 10 years in schools, and we have seen a great change in the environmental consciousness of pupils.</p>
F	<p>Let's listen to somebody not from public administration.</p>

5	You need to prepare local leaders. Last year I started my first project, now the project has grown. Government is a partner in the project, the only point is that you need a leader – a champion of the project.
2	<p>In our experience, even if we are talking about a mid-sized city, it is not easy to get participation from citizens. Administrations cannot be sure to be able to manage the whole process.</p> <p>I don't have direct experience to answer this specific question. I could say that it also depends a lot on which people you find in the administration. It does not only regard the institutional setting. The problem sometimes is to get politicians really involved. There is a difference between saying 'we are in favour of this project' and 'making real efforts to get citizens involved'.</p> <p>Sometimes there is a shift between what the politicians are promoting and what the employees want to do. Training people in this respect is very important.</p>
F	Do you agree on this point? Something to say?
2	I think we come from very different contexts. A situation of too much trust like the one in 6, 7, 8, is something difficult to imagine in Italy.
7	Well, you know, in our country there is also a lot of organising capacity by the citizens. It can happen that government does not listen, but then people organise themselves and if a group of people – even a little group – call the government for action, it happens.
F	As public administrators, why do you think it is important to stay there – in participatory processes?
7	Well, sometimes the central point is to get some know-how.
F	Well, sometimes the point is that there are instrumental goals behind participation by public officials and politicians. Is that so in your case?
6	For us, the point is that sometimes we are asked to do the development plan and produce papers before we can proceed with the project, just because that is how the bureaucracy goes. We are doing the project anyway, but producing our development paper is part of the procedure and people say they don't want to be disturbed with bureaucracy.
1	For our administrations the main reason for involving citizens is really to have satisfied citizens.
2	In my experience the point is that in the private field if I want to involve somebody I send an email and in 2 days I get an answer. When we deal with public officials, the

	process is very long and becomes very burdensome. Sometimes, from my point of view, the involvement of public administrations is not easy. You need their involvement and commitment, at least their label.
1	Sometimes, politicians fear that a participatory project is too expensive. And they have big time constraints, so it is difficult to involve them. They are sometimes short-sighted and don't go beyond short-term results.
2	To me the problem is mainly that in the public administration there are few people prepared for these projects. I think there is the need for a national programme in training officials, so that communication could be smoother.
F	Is this problem present in your country too, no 5?
5	Yes, good point.

Table 3

F	The aim of this session is to examine the collaboration of political and administrative personnel.
2	My project was started by the administration; for many years we wanted to do it but we didn't have the funds. On the side of participation, we had more than the law required, and it gave us a good degree of feedback. Nothing too fancy but it was a good experience. The challenge was to find the players.
5	At the beginning I was not a member of the city council. The past mayor didn't recognise participation as a good idea because he only saw the short-term problems. Our good luck today is that the new mayor is young and progressive, that's very important. The idea came from the public institutions, not from the people. The administration followed the directions of the mayors. It's very important for the politicians to get ideas – no matter if they are good or bad, they will consider them.
7	We need cooperation between different agencies and our project comes from an idea of a research institute. The communication is quite good, but not everybody thinks this is the best way to reach the objective. Obviously it's impossible to have everybody thinking the same way in a big city of more than 800,000 inhabitants.
4	The mayor asked for inputs to the department of transport, such as ideas. So my colleagues invited people for a brainstorming; people from companies, civil service, transport services etc. The answer from the mayor was not as expected; no practical

	realisation of the ideas of the brainstorming was taken into consideration, so we built our project ourselves, independently.
3	We worked on electro-mobility because of the high CO ₂ emissions due to the soviet industries. So the ministry took out a contact with Japanese companies for electric technology. It started from the administration and we then worked to convince the politicians. An ad hoc foundation was created to deal with electricity. This matter is regulated by multilateral agreements with the Japanese companies, and all the revenues from the electric generation must be used for other renewable energy. It's very hard to move forward inside this kind of bureaucracy.
1	In my case the project was a partnership with other organisations, partly private. We were triggered by an environmental calamity. Lack of management of the territory was the cause, so the local consortium proposed a solution. There was a strong political commitment in the administrations, but what came out was a lack of commitment from the administrative personnel, who looked on it as an additional work burden. The key was the private structure of the consortium that gained the trust of the owners of the land.
F	So we have in some cases a task force to promote the project, in others it comes from research institutes.
7	Yes, but some people think that these projects are a waste of money so you always need the support of the city council.
6	What really interests us is the building of private-public partnerships for the development of renewable energy sources.
F	So what do you think are the main issues with the administrations in your experience?
7	I think that very simply, the bigger the municipality – the bigger the bureaucracy. For example, we wanted to check the consumption of some houses to collect data. But to do this you can't go every month in every house to ask for the electricity bill. You have to sign agreements with the companies and with the owners of houses. They have to sign many papers and this can make them suspicious about what they are signing. This can affect the quality of the data.
2	About the administrative aspects of our project: it was international, so we had to keep contacts with other organisations. Obviously the times started to lengthen and we had to wait long times for communications and to have confirmation for single actions.
1	Sometimes I feel like small public administrations don't want to participate in EU projects because they fear the communications and the effort it requires.

3	Sometimes we can't employ new people because national laws don't allow it. So we have to undertake EU projects with the personnel we already have and this damages the outcome.
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Table 4	
F	Is there some doubt about the questions we have to answer? Who is in the category of bureaucrats and technicians? And of politicians? How can co-design be useful for bureaucrats and politicians? Starting with your projects: I suggest you start ... this is not a easy question.
5	Sometimes, internally the opposition sustains that participatory processes are good, but outside the administration it declares exactly the opposite.
F	So: be transparent, engage the opposition and say 'you are part of the process'.
5	You have to distribute information so the opposition cannot say that no one knows anything.
8	For politicians the problem is: 'how many people will vote for me?' This is the first question that politicians always ask me.
5	In small municipalities if everybody knows that the project is good for the community the opposition cannot be against the project for political reasons. You cannot be against something that is largely perceived as good.
2	In our programme in Gabrovo, if one party decides to start the project the other party decides to stop and vice versa. The colour of the party does not matter at all.
F	The programme starts and stops depending on the changing of political parties, but does not depend on the colour of the political party in charge.
2	That's true.
F	Any other suggestions?
7	Sometimes in the UK there is too much control of municipalities and there is a sort of political football match.
F	What was the role of politicians in your experience? What did they think about the participatory process?

5	At the beginning there was a lot of distrust, they couldn't trust, especially the opposition. It was necessary a sort of 'trust building' and it took two years of work. After that we could trust each other, but not at the beginning.
F	And from the point of view of NGOs?
6	We often work together with municipalities, often we work with low-level administrators and politicians and we have to organise all the processes.
F	You have to play a sort or role of intermediary between common citizens and institutions.
1	In municipalities, especially in small towns, the technical department is often the real 'room of the button', so the chief of this department often uses it for personal power. These people are a type of problem solvers, they are a sort of 'godfather' solving life problems all day, therefore they are often perceived with suspicion.
F	This big power of technicians can create an elite that is perceived with suspicion. I have another question for you: how much time in your project did you get for all the 'social' activities – to activate the social processes, etc.?
8	Much more time than the project in itself. You need to involve so many people.
5	It's the same for me.
F	Institution sustainability also means to have the time to build the framework and so on.
5	The time is always a problem. A couple of things arise every day that are not your job but that you have to solve. In municipalities there are so few personal officers. They have to face the problems that happen day by day. It's a big problem; municipalities often have no extra budget to face these problems and they do not have enough time to study what is happening. So often they have to hire external professionals that can find good solutions.
F	So the timelines can also be a problem for the lack of competences and budget by public administrations?
5	Exactly. Often it is necessary to hire a specific professional to address the problems.
F	Do you mean that a team of different disciplines can be useful? In Italy on the project about energy efficiency in public buildings, the politicians often say 'I have my technicians'. When there is a sharing project it is better because I have a multidisciplinary approach inside public administration: 'the project is not mine, it's ours'.

7	The public role is hybrid, it's changing now – there are new ways of delivering. New governance principles are increasing.
6	We work together with municipalities.
7	The community ownership is an example. The role of delivering is changing; people and public administration work together in defining the rules.
F	You think that the more the community is involved in the process and more is sustainable by the institutions?
7	Yes.
F	Do you agree?
8	Yes.
1	The time is fundamental, also considering the mandate of politicians. There is also a problem of the life cycle of politicians – in terms of votes: when I have votes I finish my work. It is difficult to assess the real use of a service, if it is effective or not: it requires time. You can lose time in engaging people but you recover this time in delivering, not only in the start but you also save time you need to reach the service as an ordinary practice.
F	The time spending in social involvement is important because it reduces the time to deliver the service. The last question for us: did you use specific tools for the assessment of this kind of institutional sustainability?
6	We formed two groups, one with a representative of the municipalities and the other composed of social groups and they were working together to discuss the whole project. They gave continuity to the project in the long term.
F	Okay, is there something that you applied to give sustainability in the long term?
5	We have always tried to reflect on the long time. A month ago we sold a part of the project of electric cars to a private buyer because it is ready for business. We try to build a business in the long term – it wasn't a business at all in the beginning.
F	To give a synthesis, to check if you agree: one of the positive aspects is to engage the political opposition in the process, to be transparent and open throughout the process – these cautions can guarantee institutional sustainability. Another positive aspect is the multiscaleability of institutions; if European, national and local institutions are involved this can reinforce the project. It is important to involve the opposition: the point is that you cannot put your own flag on the project. There is the problem of too much power to technicians and bureaucrats; the time is a problem; for new projects there is a problem of lack of competence and budget, but it could be useful to establish together rules

	involving stakeholders; it is necessary to have working groups that can mediate between municipally aspects and the social community.
5	Now we have municipality reforms that are merging them because they are too small, so they will be together after the next election. Yesterday there were elections and we have seen several changes in the municipalities – you don't have to have some things with merged municipalities – so there is a period of administrative uncertainty.
F	That is a problem. Also in Italy we have the problem of reconstructing the administrative territory; most municipalities in Italy are really small villages.
2	Was this the goal of the referendum?
F	No, it is about autonomy and the tasks of two regions. The problems are the administrative boundaries – I can have two or three mayors in a territory with a few inhabitants and the necessity to share strategic infrastructure and services.
F	I am curious: how does the solar power work in Estonia?
5	It's better than in Germany because there is less cloud.
F	It's a positive investment?
5	You need 5–6 years to see reimbursement of what you have invested.

Table 5	
F	Dente's description was helpful. Let's take 5 minutes to read the description and prepare some reflections. I think the way Dente put the question was the best. Thinking about your project: how can this project be useful for the public administration (for the institution)? Did you make any choices that facilitated this kind of collaboration? Or choices that made it more difficult (increasing conflicts)? How does that work, thinking about your case? Any feedback?
2	It's our problem and I have no solution to that problem. It happens when in public, people change their mind. Politicians want to screw down something. There is no possibility for me to explain – he will not understand (the politician). It's very hard to change their mind.
F	There is no way to convince them [politicians]? What about the others? Is there something we can do? So in your case for example there was a lot of resistance (Venice)?

7	In our specific case, the local administration planned to engage citizens, but later the citizens rejected the projects and it all stopped. Public administration was not the problem. This kind of problem has been named NIMBY (not in my back yard). When you run to lead the city council, you run looking forward to implementing different projects (and every mayoral candidate has a different vision of the city). Conflict is almost unavoidable. It has to be understood at which level the compromise (with regard to good practices) can be reached. I give an example to clarify this matter: if a street has to be lit, that is not an ideological issue. If we stuck with ideological problems we could not figure that out.
F	Translation. So for sustainable policies we need the support of the whole spectrum. How do we reconcile these possible diverging ideas between administrations?
2	Frame: the contextual frame could increase or reduce the conflict.
F	Frame could be a keyword.
2	If borders are not very clear in responsibility, there might be conflict. If they are very clearly defined, that reduces the conflict.
F	So that everyone knows what they have to do.
5	If I understood the question rightly – what can we do to reduce the residence by public administration? Correct? We should provide actual data about the project; first we have to convince the municipality about the project and then go to the public to spread information. Tell the municipality what this project will bring. In Albania, we had good and bad experiences. 1) In Beja: we have had some very big problems with the municipality. It happened that the administration changed (and the mayor didn't have prior experience with waste management). We had to follow up the project, but the new mayor didn't have any interest. 2) Southeast Albania: the mayor was very open to the idea and interested in the success of the project. For political reasons, the new mayor doesn't want to continue that project. If you have a project with clear objectives and timelines it is probable that you will succeed. I'm talking for the Albania case.
F	Do you find some similarities? Did the ideological differences matter? Mayor B after mayor A – 'I don't want to follow the project'.
5	Some mayors have a priority on some fields, as no 7 said.
5	Yes but in Albania, the election is every 5 years and the city council changes with the mayor.

2	Yes, that is true.
F	So the city council has the power to change the frame, or not?
5	It's not only the city council, there is also the regional council that has to approve.
F	How can we convince the public administration that the project is also good for them?
5	Give some achievable goals.
1	I'm thinking that it's a cyclical process. For me, institutional sustainability means that if a sudden institutional collapse happens, then you have to also survive through institutional decline. The hardest time comes when you have to cope with that.
5	In Beja: The municipality in the beginning had very high expectations, then the other mayor let the interest decline in the project. So also the organisation's reputation [no 5's firm] declined because of that.
1	In many cases it turns to public relations and media relations, not really to a project itself. Decision-making in reality, it's another story probably.
F	In times of decline of public administration, is it easier to begin projects in declining times (filling some voids)? A provocative question – could it be a resource?
1	It depends on who is going to act. It's very much about personnel management.
F	Any other reflections?
3	I can give an example. A practical example, for the project where we decided to create bike lanes. How should it be done? Usually it's made out of pedestrian space. This shouldn't be done. It needs more resources to create lanes from the street (traffic lanes). What made a local politician change his attitude was visiting a town, when we try to persuade him we should find a perspective for them to let them change their mind. They have to understand themselves [what is going on in that context].
F	So showing more points of view to convince them. Showing them cases, best practices; that is an interesting point.
7	I can tell my experience in the city of Chioggia (50,000 inhabitants). It's a city that relies on fishing. In these years there has been a debate about the new fish market. Throughout the years, because of the urban development, the fish market ended up in the city. That is not sustainable anymore.
F	Translation so far of no 7's speech.

7	So, moving the fish market was needed. There were two proposals that were feasible both from the technical point of view and from the financial one (two projects with European funding). So, who decides the new location of the fish market? It turns into a political choice – it has to be the local administration that takes the final decision. I don't know if they [the other participants] have this experience: an ideas contest (<i>concorso di idee in Italian</i>). Many engineers and architects present their ideas and only one wins. So, there should not be any conflict theoretically.
F	Translation. So who has to decide in that situation? Now it could be interesting to ask how they did it eventually?
7	The project is still stuck there; like no 5 was saying, public administration changed in the meanwhile.
F	So to make something out of this: other keywords?
6	Ideas contest (<i>concorso di idee</i>)?
F	How to translate that? Ideas competition? Pluralism of options? This can help to reduce the conflict and make the whole process more neutral.
5	Now that I remember, this happened with the regulator plan of Tirana. The governor opened this competition. Neighbourhood representatives were invited. It was like a fair. Everybody put their ideas on a stand, everybody passed by and said what were the pros and cons of each idea. It was both a participatory process and a competition of ideas at the same time.
F	Very interesting. So we are going towards a notion that is actually working with the public administration to collaborate with them in a way. From no 5's concrete example, the public administration is getting help. In a way there is a partnership between experts and the municipality. The municipality has to work less. It could be called collaborative project design. Can you think of similar examples? How did that work in your case?
2	This is not a good answer to your question. In Tallin, the cyclists want separate lanes – but it was easier to make it in the streets. But in Belarus it was the opposite. It depends on the cultural frame eventually.
F	Cultural differences can change people's perspective. It's a bit culture and context based. So this model that is called 'collaborative design'; is it common in your countries?
2	Yes.

9	It is common; I mean, there are different ways to get people's opinion. They used interactive methods for it. For example, in Tartun people just used a map for choosing where they want a project to be implemented (bike sharing).
F	<p>So technological advancement can help choose where I want my bike facility to be – and the majority wins, taking advantage of technology.</p> <p>Any other example that come to your mind? It was good that we had examples not only from your projects.</p> <p>So a shift from the public administration towards a platform that collects projects. Maybe this kind of shift can be a strategy that can bring institutional sustainability. Is that the case in your opinion? Can that be seen as a resource in a declining system of public administration?</p>
5	<p>I wouldn't say that the decline comes because the project came from a specific source (administration or experts). The problems come when the administration changes, not when the person who runs the project changes.</p> <p>In Albania it's better when the project is outsourced. Public administration has often lacks capacity building. It is a bit more expensive but it is better [outsourcing].</p>
F	So is it more expensive?
5	Yes, because you have to pay money for these experts.
F	<p>So in a way it makes it less sustainable (financially). That's interesting – two sides of the same problem.</p> <p>Do we have to distinguish between outsourcing and competition of ideas?</p>
5	There is a distinction: competition of ideas is 'I will do this and it's open to everybody to participate'. In the other case it could be that the mayor contracts a person that will work in their office. [interrupted by the presenter].

Table 6	
28	<p>In energy efficiency, projects can be identified by two types of proposals:</p> <ul style="list-style-type: none"> • Proposals suggested by political parts or business and companies • Ideas from citizens <p>In any case it's not possible to do any thermal insulation without permission, and that's why local authorities have to be involved. The problem is defining the best strategy for</p>

	<p>this involvement that in general is concretised in providing subsidies for the refurbishments that vary in quantity and quality on the basis of typologies of buildings (structural and ownership).</p> <p>Energy improvement in the private sector has thus been co-funded so far.</p> <p>At the beginning of the project this was a huge 50 % with the aim of pushing the initiative by involving first adopters. A special effort is requested to overcome scepticism. Once the initiative started to spread widely the rate of co-funding was reduced to 30 %, then 20 %, but the aim is a form of financial support by which municipalities pay for the interest instead of transfer money.</p> <p>Anyway, economic incentives are not enough to convince people. The problem that emerged from this experience is that even if residential buildings with a lot of flats are the property of households, in the owners' minds a lot of related aspects aren't under personal responsibility and disposal. It's a biased state of mind or perspective that partially comes from the socialist past.</p>
12	<p>A big issue for dwellings in this kind of big block not maintained for years is that now (in the next months as stated by law) they have to be strongly restructured at the expense of households.</p> <p>The problem in convincing owners about the need of refurbishing for energy efficiency is that saving the world is not an issue for these people and a more attractive objective has to be identified, such as saving money. In general, in post-soviet countries figures are more important in convincing people than ideas.</p>
28	Yes, the crucial point is to find the right motivation for driving people in doing things and figures may help.
2	Ask about the political position of no 28.
28	I'm left – and is the only left-city (opposite) in all the country.
F	How did you manage the difficulty?
28	With good policy it's not a matter of politics for people that understand policy, if you are good in showing results (and it was not easy at the beginning).
2	What's the position of the right on this issue?
28	In general, not interested.
29	In Beenergi the project involved different institutional levels.

	<p>A steering committee for the sustainable plan made up of the municipality, regional and national administrations is a good tool to overcome barriers (in particular financial, by also involving the EU level) and is also an effective tool to support the network with other peer local levels.</p> <p>Interaction among levels is very important.</p> <p>The steering committee was created at the municipal level that invited other levels to become members in a sort of institutional bottom-up process [<i>my words</i>]. The committee maintained and enlarged participation through the organisation of events and other initiatives aimed at involving and informing other levels. This approach has been crucial to give continuity to the initiative and a clear example was the political change at the municipal level. The new mayor was totally unaware about sustainable issues but now is a convinced supporter of the initiative after being involved in the activities promoted by the committee.</p>
2	<p>One of the most relevant experiences in Belgium was the ability to create institutional support to sustainable policies is the Burgemaister skole.</p> <p>It is a school for people working in local government that contributes to raising awareness about the environment and creates a network of innovators /sustainable-related people selected at their own choice to be part of it.</p> <p>More generally, the political framework is very important on these environmental-related topics. For example, when the right wing went up they erased some money at medium institutional level that is crucial for improving these policies and engaging people in them.</p>
12	<p>Burgemaister skole can be considered a good choice to shift the local knowledge in terms of sustainability. But who pays? Who organises/promotes?</p>
2	<p>It is a private academy.</p> <p>The participation is financed by the government and the school has been promoted by a former Shell engineer that radically changed his perspective.</p>
6(9)	<p>It seems that all the good outcomes come out from private actors.</p>
F (to 2)	<p>How did you involve politicians and civil servants in the living streets project?</p>
2	<p>Once more, political aspects – green and red parties won the election and put the project within the programme and that’s it, and now it’s a success.</p>
F (to 2)	<p>People agreed with this decision of putting the topic in the programme?</p>

2	<p>There were some problems because people are against it for political reasons and we needed to do a lot of door-to-door visits.</p> <p>Living streets is not against cars it's just a different model of mobility and living cities.</p>
21	<p>Santorso is a small town of around 5,000 people</p> <p>Local government was convinced from the beginning about the usefulness of the project and so adopted a positive attitude. Not many problems arose and not many different stakeholders were involved, mainly PA that didn't change in terms of political orientation along the project.</p> <p>From the beginning many volunteers supported the project, especially in the effort of consulting people to work out their wishes. This result was reached thanks to a wide participation of citizens in some different public initiatives. Now the situation has partially changed. The project grew up and has been transferred to other small municipalities but at the same time it has become more institutionalised and it is more difficult to find new volunteers.</p>
7	<p>The renovation of the kindergarten is considered positive by politicians because is something really new and effective and can be transferred to other places. It is a good business card for visitors.</p> <p>A quite widespread pride in the community avoided conflicts.</p>
6(9)	<p>To decide about the renovation of buildings for insulating apartments a general meeting of owners was organised. They were requested to accept a yearly plan of interventions by a voting process (with majority rule of 51 %).</p> <p>In the case of small isolated flats, associations of owners may be created for the same aim.</p>
12	<p>In big blocks the situation may be influenced by the fact that some apartments are empty and nobody cares, and nobody wants to pay for renovation.</p>
2	<p>The public administration was initially part of the project for all the administrative matters but now one of the result of living streets is that a group of people within the administration is specifically dedicated to adopt, support and transfer living streets.</p>
12	<p>The local council is quite stable and for years has not been (much) considered by the central level.</p> <p>The local council has a lot of responsibilities in sharing, supporting, involving the public and other levels of government in the planning process.</p>

	<p>We have formal and informal meetings at the local council to discuss everything about the county. From these discussions it is possible to work out that the engagement of local communities is needed but we don't know how to do it (<i>and what does it mean?</i>).</p> <p>The academy (Burgemaister skole) is a very good idea but in the local administration we live in a bubble. A relevant gap exists between people working in PA and citizens.</p> <p>In the case of our project this problem is partially solved because it's a small project (less than 10 families for about 40 people) so it's easy to carry out a door-to-door campaign.</p>
28	<p>We, the local administration, decided to include as many people as we could in decision processes.</p> <p>Serbia centralisation is in Belgrade and we can change Belgrade only by changing ourselves first.</p>

Table 7

1	<p>Ours is a collaboration between the transport sector and the environment sector of the municipality, and a working group of 20 experts in different fields. We had 6 months to analyse problems and find solutions, then a strategic agenda (of the future) was built. The participation of major stakeholders (private companies) was important. We did not want to elaborate only an abstract vision of the future, but we asked ourselves what actions we could implement now.</p> <p>Timing is extremely important: the project started before the elections and the administration wanted to show that it had done something.</p> <p>The actors that connect citizens and the public administration are important, as the volunteers of the working team (voluntary work is important, especially when there is no money).</p> <p>Initially there was close connection between volunteers and the public administration (political mobilisation).</p> <p>For the volunteers [of which no 1 is a member] it is necessary, however, to distance themselves from the public administration so they don't become 'employees'; for this reason, we considered ourselves 'temporary innovators'.</p> <p>The process started from the administration (top-down process), but as volunteers it was necessary to distance ourselves from the administration to better involve the public.</p>
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6	Your project is really special, is there a national law that facilitates this kind of process and collaboration among actors?
1	No, but there has been a return of institutional learning from local to national. The experimental dimension of the process was important. Speaking of trust, when the new administration took office, the volunteers (even if politically neutral) went to the different politicians to explain the project, to defend it.
6	<p>The political orientation matters (in this case more liberal, in the sense of openness to the market vs. centralisation – Estonia).</p> <p>One of the fundamental issues is the financing of projects (private, EU ...).</p> <p>EU funding has not only represented an opportunity, but has meant autonomy and independence of the projects.</p> <p>The relationship between different levels of government was a negotiating relationship (multilevel intergovernmental negotiation).</p> <p>Institutional support from higher levels of government was a further source of legitimation of the process.</p>
9	<p>Transposition and regulatory harmonisation were also important, but there were no resources for this.</p> <p>The process has been a learning experience for administrations (understood as technical bureaucracies).</p> <p>The political authorities did not engage in the process (distinction between the bureaucratic machine that has learnt and the politicians who resisted).</p> <p>Politicians are only interested in best practices to reproduce, without deepening them.</p>
3	<p>Initially when the plan was drawn up, i.e. up to the planning phase, the project proceeded well; the problems started with the planning of the actions and then with the locating of the plant which led to the opposition of the citizens.</p> <p>The administration at that point decided that the plant would no longer be constructed, but not in an official way – it has simply suspended everything.</p> <p>Perhaps the administration did not believe the project to the end, it was not convinced of the effective utility of the plant. Until then it was done partially and the situation could continue like this.</p> <p>The dynamic majority-opposition immediately developed.</p>

	There has been a decline in attention due to the length of time. In the end, the opportunity was lost.
7	Allocating money is a form of power.
F.	Was there a return of a positive image to the public administration thanks to the projects?
6.	Sometimes political parties are able to support these processes, in other cases not. But it would be important that there were not too many political/party interferences, because they are learning-oriented processes.
F.	Are there specific organisational arrangements that facilitate this?
6	The institutional frame, like the Covenant of Mayors, is important.

Table 8

	<p>This morning we discussed social legitimacy. Now we are going to develop the second pillar, referring to the critical role of institutions in the process of engaging. We are going to look at institutional sustainability that in my view is twofold: (i) the sustainability in the change of attitude for the institution once it has been involved in the process; (ii) how this change can trigger changes in the regular practices of the administration reproducing the participatory process that has worked for a sector, in another sector.</p> <p>We would also discuss identifying choices and behaviours that favour this process or hinder it</p>
F	<p>There are three elements related to this issue that caught my attention:</p> <ul style="list-style-type: none"> • Institutions are afraid that with participatory processes they may trigger loss of power. • Participatory processes may be seen as a loss of time – where is the advantage for the administration? • Even within the institutions there are two levels: the political and the technical levels. Politicians usually change before the results of a participatory process can unfold and this impacts on the process itself.

	<p>What is your experience on these issues? Refer to a tool or to a person that favoured overcoming these issues.</p>
9	<p>The goal of the living street was to change the system and not to just have a good time in the street. It is okay having a good time on a street, because otherwise it would have been difficult to attract people, but our goal was to approach the government and change policies on parking and transport.</p> <p>I started the project as a civil servant and had the opportunity to bring together a group of different actors. In this group, we had frontrunners on the mobility issue. They (the group) invented the idea of the living street. It was the idea of a group and not of a project or of the city. They wanted to test it. The idea was to look for streets with potential conflicting situations so we could manage them, because managing a conflict also implied finding a new way to solve parking problems. When you create a living street, you have to deal with a parking issue. Often there are conflicts around the living street between the different actors present there (citizens, businesses, municipality, etc). We involved all local actors (businesses, citizens, NGOs, municipal staff, etc.) and they were the ones creating the new parking solutions. For instance, someone suggested using the car parking at supermarkets during evenings. So we started negotiating with supermarkets on this issue.</p> <p>One of the most relevant choices we had made at the beginning of the project was that of creating a temporary group (for 4 years), as we don't want to replace the department of parking. We are going away but we created something. There are 15 streets now, and politicians have to continue on this path. By going away, we are bringing the administration in.</p> <p>In our case, there was a change on three levels:</p> <ul style="list-style-type: none"> • Personal level: I left the city administration and now I am working for an NGO because I have more freedom. • Team level: participants increased their negotiating skills and learnt how to manage participatory processes. • Organisation level: the department of parking will continue with the living streets. It hired a person for managing it and supporting the design of new parking solutions. <p>The three levels are interrelated. One could refer to these three levels as to a change in how you think about an issue, how you act on it and how you plan your organisation.</p>
F	<p>How many individuals are the champions of this approach and how has the system changed?</p>

9	<p>There are 100 civil servants that made a personal reflection by participating in the project and by thinking about the parking issue.</p> <p>At the system level, we have created a new parking system and the city hired new civil servants to deal with the issue of parking.</p> <p>We also brought developers into the project and facilitated their interaction with citizens for designing new solutions. Two neighbourhoods built on the living street model for other projects.</p>
7	<p>Among EU MSs, there are different views about participatory processes within public administrations. Some countries see it as a bad thing, while others are very positive about it.</p> <p>To overcome this issue, we included members of both public bodies and grassroots organisations in the constituency.</p> <p>In my view the choice of not creating an NGO to continue the living streets project weakens its sustainability.</p>
9	<p>When we created the group we had a clear goal in mind: finding solutions that work for the parking issue and then mainstreaming them in the administrative policy and daily practice.</p> <p>If we become an NGO, we would not have a clear mandate. An NGO without a clear mandate is just an NGO that collects money.</p>
F	<p>How can the governance created in your projects be sustainable over time? In which governance models it can be translated?</p>
7	<p>The structure of the organisation can be changed to reinforce governance. For instance the presence of citizens in the constituency of NGOs or public bodies could strengthen governance.</p>
5	<p>We did not encounter conflicts at community or administration level. The problem was we didn't have enough economic resources so we had to start step by step and this was a challenge for the sustainability of the project. Going step by step, we decided how much to spend. Using a step-by-step process may be a solution when there are few economic resources allocated to it.</p>
F	<p>No 6 – during/after the process, have you notice a difference in politicians' and civil servants' attitude towards a certain agenda?</p>
	<p>Civil servants are not against it so they were positive from the beginning to the end. Maybe in some large municipalities, it may take more time to implement the process as</p>

	interests at stake may be conflicting. In small municipalities, if there are conflicts they are quite small and easy to deal with.
F	In the Panel project, have you noticed an improvement in capacity? How was this translated into institutional behaviour?
7	<p>It's too early to notice it.</p> <p>We noticed some change in opening the collaboration processes to new actors with whom partners had no previous contacts. For instance, 2 months ago, in one country the partner put together a group of organisations that had never worked together before to create new projects. We supported the partner organisation in facilitating collaboration between these organisations to start a new project. We see this kind of change quite frequently among our partners that initially engaged only with stakeholders with whom they had already collaborated. Now, they are enlarging their collaborations and are also pushing stakeholders to do the same.</p>
F	<p>When processes are linear, it is much easier to control and anticipate. On the contrary, when they are open it is more complex.</p> <p>The next question is: what will remain of your project in terms of change in institutional actors?</p> <p>We know that in Belarus this may be very weak due to the vertical authority. So, in Belarus, sustainability may refer to maintaining the results of the process.</p>
4	<p>At individual level, I will work for another city when the project ends.</p> <p>Institutional sustainability also depends on the existence of motivated people at the technical level. If there are no such people, the initiative risks dying. It is important to find the owner of the process as ownership is important for sustainability.</p> <p>At the political level, generally politicians participate in the process to improve their image. Everyone wants to be the good guy in the city.</p>
F	Are there any incentives for institutional sustainability at the three levels (individual, organisation, system)?
3	<p>Sometimes, participatory processes seem a waste of time for the administration.</p> <p>At the planning level, it is not a problem to create a debate because the wider the scale of analysis, the less easy it is for people to find the application of the plan. Plans present few difficulties, because the concrete application of the plan is hidden within it and it is not easy for citizens to understand it. That is why there are problems in the implementation phase of the single procedures included in the plan. In the</p>

	implementation phase people realise how the plan will be concretely implemented and opposition may arise.
F	In the Apulia case, difficulty in finding legitimacy at the planning level also triggers difficulties in the implementation phase when citizens understand that some decisions affect them as individuals and oppose them even if there are benefits for the community.
2	<p>The best way to sell your idea is to make the others think it is their idea. If you are too resistant to selling ideas, than this may create opposition.</p> <p>If NGOs sustain politicians during an intervention, then politicians find it easier to change attitudes and are more open to new solutions, If they are left alone, it is difficult for this change to occur.</p> <p>Just to take an example, if a green movement says to a politician that it will support them in communicating a specific issue or in organising events, etc., there is a chance that politicians perceive the benefits of participation, and will be more open to it.</p>
F	How can the participatory process be institutionalised in a context of frequent political change?
2	It can include its results in a plan. Plans last longer than politicians.
F	You are speaking about the sustainability of decisions. What about the sustainability at the level of the participatory process? Planning is the first step. What remains after the participatory process? Otherwise, do dynamics triggered by a participatory process constitute a real change in the system and are internalised within it or does it remain just a process that happened differently?
7	Ideally, there will be community groups interested in the topic in which participation occurs that can ensure the sustainability of the process. Most individual citizens are not going to stay continuously engaged. It would be expensive for administrations to keep them engaged all the time. It is wiser to have civil society organisations continuously engaged.
F	No 1 – are institutions still afraid to initiate participatory processes?
1	It is not an issue of being afraid, but rather of the fact that they think they have a political mandate to represent citizens. It is not easy to introduce participatory processes in institutional settings as the power cannot be shared because of rules decided before. For some issues it is not easy to engage citizens as administrative laws/procedures, etc. make it difficult. One example of this issue that can be challenged is the new law on public procurement that institutionalises the use of public debate for public infrastructures.

F	Let's think of disappearing as brokers. What is going to be left in the institutions you deal with, in the specific topic of the project?
7	At project level: We have developed this network (sustainable energy network) and we want to become an established organisation that supports regions. We aim to institutionalise the network to sustain the dynamic created by the project. We are going to involve participants in the organisation. At local level: We hope that by increasing the capacity of stakeholders and by getting them to work with each other, they will go on.
8	Change at local level: for instance, in Poland partners set a network of municipalities and its main goal is to push municipalities to work together.
4	In our project, the group of people involved in the project grew and organised itself. It set specific procedures for electing representatives. They have their own support from citizens. This group will push the local government to continue work on sustainable issues. Furthermore, there is a strong university that will continue work in this field.
7	Our hope is that partners will keep identifying new stakeholders to work with. Instead of us (lead partner) leading the project, we hope that they will work together with their stakeholders and thus learn the benefits of collaborating.
5	The background of people involved makes the difference. It takes time to introduce your idea if nobody knows you. If ideas are well explained and if they come from people with reputation in the field, then the others will make them theirs and continue working on them.
F	A better organisation of the process, transparency and incentives make the process sustainable. Have you experienced moments that undo this effort? Who did it? Yourself by mistake or some opponents? Share an example of a moment when you undermined the institutional role in driving the process.
3	It was when we did a weak environmental impact assessment without involving stakeholders. Sharing the main purpose of the plan and actions, and understanding their potential impact with stakeholders is important. It is important to engage stakeholders in the early stage and write the actions and the relations between environmental indicators and actions together in order to build a good scenario and see together what the respective policy could generate. When you do it ex-post it's a pity. A weak approach to environmental impact assessment is a bad habit of the planning in the PA.
9	A big mistake often made is when you start to draw a plan and you forget that you are drawing something in front of somebody else's door. It's like if I drew a picture of your

	<p>garden and then I plant something there without involving you. In these cases, it takes months and years to go back.</p> <p>You have to collect people's dreams and ideas and then start drawing based on what you have collected. It takes time to do it, but it helps the process.</p>
F	<p>What would you like to have done differently in order not to undermine institutional sustainability Can you give an example?</p>
9	<p>Before organising the living street, I went to my colleagues in the police department and asked them how we could obtain a permit for creating a living street. They all stated it was impossible as there had been no traffic signs, etc. Then I asked all my colleagues to think as if we were ordinary people and to imagine how we could turn this impossible thing into a possible one. Some colleagues recommended me to look at regulations on building permits and use that regulatory framework for the living street. The first living streets were implemented within this framework. Then we built on this framework and created a specific one.</p>
4	<p>There is also a contrast between different administrations. Sometimes there is no space left for new regulations.</p>

Session 3 Policy effectiveness

Table 1	
F	Can you present your project and your role?
5	I worked on the communication strategy. At this moment we are finding the first difficulties and conflicts.
4	Our project involved 11 partners from private and public sectors of eastern Europe.
3	My role was focused on building a communication link between administration, ministry and citizens.
6	I coordinated a European project in Sant'Orso, a small town in north-east Italy. It has involved the citizens to foster a sustainable energetic system.
1	I worked on a smart mobility project in a small town.
F	What is the result of your projects? Did the participative process influence the final policy?
5	We are in the second phase – the structures are already built – now we have to involve citizens. We have to hear every actor; we are searching for information about the participants.
3	Our project was not a routine one for public administration. We built sustainable flats. People wanted continuous information, the participation was strong. Because of the lack of funding it was difficult to translate the citizens' needs into real insights.
6	In our projects many citizens put their experiences on the table. Young citizens wanted a place to sound off and they are involved. At the beginning it was only a question; in time they had really cooperated to formulate the project. The participation provided new resources helping the administration.
1	In our project it was difficult to coordinate the national and the local governments. At the implementation phase every actor wanted to influence the policy. After the design phase we established a public–private partnership, but the promises were not respected. At the beginning we offered the opportunity to participate to everyone. We offered cycle paths

	and we controlled the use and the satisfaction level. Through the social networks we clarified a lot of doubts. The citizens who wanted to participate from the first moment were a useful tool. The politicians learnt that the involvement could be worthwhile.
3	In our case we had to fight against a lot of legal steps. Due to the bureaucratic system of the building sector it was not easy to translate the citizens' requests into real insights.
5	Our project is focused on electric charging for cars. Now we have to understand the citizens' needs.
6	In my experience many politicians and public servants didn't want to realise a project that increased the work. The population was more collaborative.
2	In our experience the municipal administrator didn't understand the benefits of the project. In time the situation changed and many public administrations have now accepted the game.
1	After we had formulated the project it was easier for the public administration accept the challenge.
3	I can't imagine our project without citizens' involvement. It really helped us.
5	When we talk with people it's not always easy, it's difficult – the needs are too great.
2	A top-down project was not possible in our case.
6	When you involve the people for the first time you find out that they want to influence every aspect. Adopting the participative path, the benefit of the participation is clear. The project has obtained a European award which was significant for public opinion. Moreover as an indirect effect, other administrations want to repeat our experience.
3	In some cases the solution wanted by the citizens is not the best one. It is not easy making one specific solution acceptable without imposing it.
1	If people are involved, they want to co-create the policy.
F	Did your projects influence other local governments?

1	Many involved citizens tried to visit different municipalities to look at the cycle path conditions.
5	We tried to repeat a Japanese project which we studied 5 years ago.
6	Every project is different because each has specific conditions under national institutions. Often local and national interests are different and don't have the same point of view.
3	The scale level influences the participative process. Our project is national but it is implemented through local insights. The local politicians created a link between the top-down and bottom-up policies.
1	The bigger the scale, the greater are the difficulties.
2	During the involvement of different teams we noticed strong differences on accepting new participative models.
F	To sum up, was it possible to achieve a better result?
5	At this moment I think every choice made is revealed as efficient.
2	We have implemented a project but the contexts change too quickly.
6	Default models are not possible because in this kind of policy contexts are very different and important.
1	I agree. We involved two different administrations to have more choices, it was important for the final aim.
F	What mistakes were made?
6	One was the presentation of the project which was focused on past models. People thought we had indirect interests. The second is having presented the project as a public administration. This created a distance with the citizens.

1	We organised an event with the public administration during the mobility week but it didn't have much participation because it appeared to be like a 'routine public event'.
F	Do you want to adopt other participative processes in the future?
3	I think it is a natural step in every policy.
5	I believe that it's necessary as an education programme for civil servants.
1	I think the municipalities have to involve the citizens in the first project phase. If there is inclusion in the first phase it is better.
2	It's important guaranteeing information to the citizens; in Albany it's a real challenge. The municipalities have to work in this direction.
1	The involvement is important. Every step has to be participative. Often municipalities are only focused on the results instead, to improve the process.
6	Not only money but also the power is important. Giving the opportunity to choose is not easy.
F	We discussed completed or in-progress participative processes and what they have really taught us. In some cases the public administration learnt something from other actors translating the collaboration in an improvement stimulus. We talk about the difficulties in involving local and national actors. The lack of specific education for public servants is considered relevant.

3	In our case there was a co-creative process with citizens. We wanted the people who were seeking greener and better streets to meet architects and planners, to meet the municipality and their planners. We wanted the municipality to learn from our 'living streets' project. Now we can see that when planners create new streets in the city, they have this idea of the living street and leave spaces for playgrounds for instance, or benches, or any other facility and space to make streets more liveable.
5	This obviously regards new districts, or new constructions by the municipality.
3	<p>The same kind of learning process led to the establishment of the new figure of parking manager.</p> <p>Another indicator of success regards the fact that even if the project was meant to stop, the municipality decided to hire us directly in order to keep on with the project and experiment 'living streets' in other neighbourhoods.</p> <p>The experiment lasted two and half months; not everyone liked it (in particular, some were not happy to leave the car outside the street). But this was an occasion to experiment, and above all to learn, to listen to people and know their fears and problems and note their needs (people with children who need to park in front of their houses, for instance).</p>
1	But how can such a temporary project make a permanent change?
5	First, people are asking for more permanent ways of experimenting with the living street. Also, we were changing the minds of the residents and the city planners, and the municipality in general.
7	<p>The municipality in our case had a vision, but there was also a bottom-up organisation and there was an umbrella group of city councils to experiment with innovative projects.</p> <p>Projects worked when councils managed to leave control to the people but some were afraid of that and wanted to maintain control of the process.</p> <p>In the sector of energy, there was zero civic action in many cases, but when the council stimulated participation and when there were NGOs active in that territory, it worked in arousing interest.</p>
4	Sometimes, it is hard to get people to gather together. Sometimes complex projects are already designed and when people look at them, the easiest thing for people is to say no.

	<p>Creating trust is possibly the most important thing.</p> <p>Sometimes the project for the city and councillors seems very interesting in terms of how it could benefit the city.</p>
6	Well, sometimes the public sector uses a kind of language that is not effective in reaching the people.
4	Yes, you need to know how to sell the project. Sometimes the project is badly advertised, and we do not choose the right channels. Or the events are not appealing and the people who come talk to other people saying they should not go.
3	With a temporary project you can make people experiment with the project. In the 'living street' project, at the beginning, citizens were very angry because – for instance – we put in benches and removed their cars, but then they can feel it, they can feel the project, instead of being informed and decide on something they cannot really know.
6	Communication is so important.
F	Okay, this has probably more to do with the first issue on social sustainability, let's go back to the point of this session.
6	<p>Okay, but by communicating to citizens, I also mean the fact that when the project was finished the local council had to communicate the results of the project, and many times this is difficult.</p> <p>More generally, we wanted to have more support from the national level. We did not even have any overarching law or guidelines on how to do the wind park, so, in search of support, we wanted to include everybody in the planning process to have their acceptance and backing. I think we need to have more guidelines from the national government, because we had to be specialist in all sectors and this is not possible.</p>
4	Well, but many times localities want to do things their own way.
1	<p>I would like to share my experience as an environmental activist. In my experience, the existence of a formal participatory process – the fact that there was a legal procedure entailing participation – works better. The fact that there is an obligation to do the participatory project is important in giving value to decisions taken in a participatory way.</p> <p>Sometimes we receive pressure from technicians to be part of the process in order to balance some other stakeholders, as a way to resist their requests more easily.</p> <p>In the case of another valuable experience – Almada in Portugal, an Agenda 21 project for children – they made up a representative council of children, where they could debate topics of the city and take decisions. In some cases, the city council ended up</p>

	accepting some of the decisions coming out of the children's council. I think it is a replicable experience.
6	Interesting, it is a way to include but also to educate.
1	Yes, it is political education, a civic education.
4	Well, the typical citizen doesn't know what is going on in the city. Sometimes you invite people only to make them understand what is happening.
2	Citizens don't know how much time these processes take and how they are structured.
F	What about you, do you want to share your thoughts?
2	I had a very easy case. The process was very simple, everyone wanted to do the renovation.
6	Okay, I wonder why, what prompted this project, how did it enter the agenda, was there money available?
2	Yes, I think the main reason was the availability of the money.
6	I think in Estonia we use EU money but then it is just the money. So I would like to know if something else changed in the administration.
4	Okay, but if you do these kinds of projects, citizens can touch the benefits of the project, this is something clearly visible. In the construction market there are not so many experiences of efficient buildings, these are complicated projects. Builders are afraid to do them, so such public projects of zero-energy building may have an effect in creating an incentive.
6	Okay, but my point was that sometimes the schedule is so fast that you take the money, do the project and you don't even have time to reason on the project. So my question regarded possible changes, long-term effects of having done this renovation in a participatory way.
2	Well, I think we have some more information, and expertise, yes ...
1	I wonder if the collaborative process became normal for the city, or it was something used only in such a case. In particular, I wonder if this process was used here because there was no conflict, because it was an easy project.
F	I think this is the main point – how the experience changed future projects. It seems to me that there is no real follow-up in the case of the renovation works you implemented.

2	Well ... I don't know really.
1	Well, I think it is a challenge, you did the successful project and the city council stuck to the usual way of doing policies.
7	In England we started wind farms very late, in 2008, and then in 2013 there was a commercial escalation, there was greater attention and diffusion to renewables in general. And this helped in creating consensus, but the point is that you can actively help in creating consensus, even by simply communicating there are several sources of energy available. And if you have the possibility of proving that other communities agreed with the project, that makes things easier.
F	Okay, we are ending. Do you want to share some final thoughts?
4	When it comes to general planning, an overall plan for all the territory like zoning, that is a slow process. It lasts at least 3 years and things change in the meantime and it becomes difficult to predict. And it is also difficult to integrate the different dimensions of environmental sustainability; you cannot simply say 'we want greener technologies'. I think participation in this general planning is much more difficult.
3	Now we have another example apart from the living streets, i.e. social works in the neighbourhoods. In this project, as in others made after we concluded 'living streets', the idea of doing things in the public area – and not privately, closed into your house – is now part of the way of doing and organising things; it is still clearly present in the activities organised in the neighbourhood.
F	So do you think that policies are changing?
5	The point is that in many cases such physical spaces were previously non-existent and you are creating a place for new kinds of interactions and new uses of the public space.
3	It is a kind of thinking by doing and doing by thinking ...
4	In my case there was a lot of learning, some people started in opposition and were voicing their conflict, but then they changed and became part of my coalition. But still, I think it is a matter of selling the project.
3	I don't like this way of thinking to communicate to citizens, it is not 'selling'.
6	Yes, okay, then let's say that you have to prepare both technicians and politicians in order to communicate the project effectively.

F	Let's start with some presentations.
1	With an association in Venice, we presented a project to localise a structure for renewable energy production in Mestre. But the proposal encountered protests from the citizens and stopped.
2	Sustainability in a small town. We opened an office where citizens could talk to other citizens. The project was proposed by the municipality but the citizens acted on it directly.
3	In the city of Šabac we undertook a project on thermal insulation of soviet blocks of flats.
4	I work for an NGO, a Horizon2020-funded project, in Cefalù. We promote energy savings at the domestic level. The project is coordinated by a French company that operates in the environmental field. The same project has been promoted in different countries such as France and Poland. It has been a success in terms of energy savings.
6	We work on projects to collect waste in Sardinia. We are using different approaches such as educational. The people want to have better services and pay less, so in our case they were interested. We had the intention to involve more people even though our town is very small.
7	We focus on building wind farms. We are planning to build 87 of them. Up to now we are conducting impact assessments and preliminary studies, and drawing up participatory programmes for it.
9	Promotion campaigns on energy savings.
10	Sustainable Tartu: renewal of old houses to new energy standards (one quarter less energy spending). We had funds from Horizon2020 and our municipality. We installed new heating systems, changed all the windows and doors, so this has been expensive. In addition, we are sure that we will have to teach people how to use these innovations: many studies show that consumption depends on the use you make of the buildings. If you fit thermal insulated windows but you leave them open all day in winter, that investment is a waste of money.
3	In the beginning of my project we had troubles with the past mayor. He didn't have any interest in projects like this. But after 2 or 3 years of pushing, he changed his mind because he saw the interest of the citizens in the project. So you need to stand by your decision and insist on demonstrating to the administration the benefits in your decision.
10	We worked on insulation too. Now we notice that the subsidy for implementing this is not a good policy. There are regions where people abandon their house because they can't afford the costs of renovation.

F	A very top-down approach. Do you see difference when you had contact with the beneficiaries?
10	I've talked to people in these houses, they like their towns as they are.
7	We helped a nearby city to build a participatory budget. We asked citizens what they wanted to spend their money on, and it went very well. We did this for 3 years and after they wanted to continue. The municipality took their needs into consideration.
F	You think the municipality changed its behaviour ?
7	When the officials take their community into consideration it's good for their political position and also for communities. It's a win-win situation.
4	You mean they decide where to spend money on balance?
7	Not the amount but the things to be done, then the municipality assigns money to the proposals to realise them.
4	In my experience, I had to admit that the energy policy was on the major agenda. There are other actions in this field so my project is a part of a larger energy plan in the town. My feeling is that the municipality has no trained staff to do this and we need external companies to be successful. A policy is effective when it gives results, but I think that bottom-up approaches give better results and are sustainable in the long term.
1	We cannot pretend the citizens know technical matters. How do we overcome this issue? We had a 'Not in my back yard' effect. I think public institutions have to institutionalise participative projects to give certain timings and decision processes to the citizens.
4	The politicians should know when to say no to citizens. Otherwise participation can go out of your hands if you say yes to everything. If I'm not an engineer, I can like a building but I cannot be the one to decide on many technical matters. Citizens have to contribute, leaving the technical aspects to experts.
F	In your experience did you face this issue?
4	No, because citizens had a passive role, they received information and then they acted.
10	Our project is similar and I noticed that every house owner had their own idea so this can affect the final results. Also, everybody was convinced that the idea was good and wanted to implement it, but no one wanted to put the money in first.

Table 4

F	If you want take your time to read the questions ... or are you now ready? Ready, perfect! I don't know your projects, but it doesn't matter, the questions are about policy effectiveness in your projects. You are expert in your projects, and we want to know: can you now measure the effectiveness of the policy or not? The second question: did you define some methods or tools to enhance the effectiveness of your project? And the third question: do the participatory methods impact on the effectiveness of your project?
3	Yesterday I talked about a project – citizens' involvement in energy efficiency. We are coaching people, asking them to take action to reduce the consumption of energy. We reach 50 % reductions on the use of energy. We consulted people in public meetings to know what their expectations are and now we are starting to write a general strategy on energy.
F	So in your case the effectiveness of the policy has been checked with people who were implementing the project?
7	We talk about plan strategies but people don't realise what we are aiming for. 'Strategy' is too general, but if you put some mandatory actions into the plan and you explain very well what people should do and what they can do, people wake up suddenly. When you are on the strategic level people don't care because it is something too generic and general.
F	So if people are less prepared and don't talk the same language as technicians and politicians, you suggest that you need to explain what people have to do in the plan?
7	You have to explain the consequences of the plan in a concrete and clear way.
3	I agree, we ask people simple questions such as 'do you have problems with wind generators?' And so on – the simple questions are useful to convince them that we are talking of something that is part of their life. In our project we wanted to meet the expectations of people; we did a survey, and we got a lot of information.
F	We can say there is place-based information from people who live in the neighbourhood.
3	I work in a big city. It's good when citizens show you what is going on in their districts.
5	Sometimes it's really easy to define the goals in terms of measurable factors. For example for a building – the thermal insulation. In other projects, for example the living streets in Ghent, it is more difficult to find measurable factors.

6	It's very difficult for people to explain what a sustainable street is. It's a real social experiment and it took a lot of time to create an agreement on the concrete goals to reach. You can focus on concrete goals, for example a modern bus lane.
F	So you can measure the policy effectiveness better in pilot projects? You have to experiment with a bus lane and this experience could have an impact, and can be measured.
6	We have mobility problems. We didn't find a solution for the city as a whole, but we went to people to identify possible innovative solutions for specific aspects, so the 'living street' is a sort of general framework.
F	You can measure pilot projects because in pilot projects there is the concrete involvement of social actors and it is possible in this case to test the effectiveness; it's a bottom-up approach.
7	It very frustrating when you are taking on a too-wide area.
6	At the start of the living street project we experimented with a new car parking system and now it has become part of the city system.
8	We involved architecture students to create different concepts for public enlightenment. We received different proposals that have been discussed and reshaped through the discussion with citizens.
F	You can measure policy effectiveness by also involving skilled citizens. You proposed that technical goals are simpler to define than social goals. The scale of the project probably also matters; the number of citizens involved can be really different in a local project or in a regional project.
1	Our project about energy efficiency is a state policy. In our case the question is very simple: how do you decrease the cost of heating for a family? The goal is to decrease the energy use in houses through better insulation – it's a technical problem. The municipality should convince the owners of the flats that energy efficiency is in their interests and that is not easy. The beginning was very hard, but after one or two years the publicity from the municipality was in some way effective. At first the project was implemented in few houses of activists and after that the municipality organised several meetings to diffuse information and to convince people to insulate their houses. Since then there have been informal exchanges of information between citizens that said: 'insulation is good', so public meetings, technical explanations and informal communication between citizens enhanced the effectiveness of the project.
F	The best way to promote effectiveness was door-to-door information?

1	Yes, it was. In our case it was door-to-door information and it was effective.
7	How can you promote energy efficiency if the energy bill is always the same or, worst, it is increasing?
1	We had a very good moment. The price of Russian gas was very high and renewable energy lowered its price.
5	The policy should be attractive. You have to create a mechanism to make your project attractive for people.
F	I would try to. It's not the job of the facilitator, but every policy is translated in actions and you have to balance positive and negative effects. I have monetary impacts and if it is supported by municipalities or other funds it is very different from the situation in which private citizens have to give support.
1	Now all the measures on energy efficiency are voluntary so people should be convinced. But if it was mandatory, some legislation on energy efficiency to oblige people who do absolutely nothing in their buildings would be useful in enhancing effectiveness.
F	If the discussion has other arguments we can go further. Up to now: the first thing was to check with people what has been implemented, but at the same time we need a common language with people.
3	I don't agree that people are always not skilled. During our city meetings we invited ordinary people, but ordinary people generally don't come, so most of people were skilled people.
8	In the end people understand. When we made the bike lanes the drivers understood perfectly that the spaces for cars were reducing.
6	Experimenting means finding solutions for problems. In Ghent we found 300 new spaces to park cars outside the living streets, for example at the supermarket that shared their car park spaces, also outside opening hours.
5	The choice of stakeholders is also important to measure effectiveness. Different stakeholders have different ideas on effectiveness.
7	In Italy, we have a difference between stakeholders for co-planning and environmental actors to involve for environmental impact assessment; the law make this distinction. In my opinion the different kinds of stakeholders also have to be involved in the evaluation of effectiveness.

Table 5	
F	Well, I think this pamphlet makes the concept quite clear. What do you think about your own project? Can you also think of related projects? What has changed before and after the implementation of the project? The participatory component of the project – how was it influencing the whole decision process? Did it change something? Was it translated into a concrete policy?
6	Our project provided an innovative system of monitoring for separating waste collection by putting a code on each family's bills to monitor the quantity and quality of waste. Our context is made of 13 people. Our Sardinia law doesn't help us because from 2003 it provides awards to whoever collects waste well. We want to reduce waste in global sense. The law prevented the carrying out of this process. The administrators have a stop on the process because of the law. The law was the obstacle. Because the Sardinia region has a specific law (special status), our board is in discussion with the Sardinia region.
F	What about the participation?
6	My colleague (no 5) represents the company. The company that won the tender for the waste collection has had very good results, despite the law hindrance.
F	We can discuss what participatory process means. Does participation affect the effectiveness of the project?
1	Our electro-mobility programme was a bit different. It started a few years ago, it's quite old. We didn't have a charging network, and now it has already become redundant. It's no good anymore. People need quick and low-energy chargers; our car-sharing programme would need many more vehicles. When there are only a few vehicles the effect of the project is limited, it isn't sufficient. In these last 5 years we thought that we had a good idea before, but afterwards, citizens' feedback pointed towards the shortcomings. There is lack of money, so we're in the process of privatising. We need to take more care to make the service better so people actually use it.
F	Interesting. Participatory process in the form of feedback. The participation here was in the preparation process (if I understood well) – getting feedback.
1	We hope it will be more effective in that way (getting feedback). Up to now it [getting feedbacks] didn't make it more effective, because we don't have the money to follow up the feedback. I think that customers who are bringing the money ARE the participatory process. Money is the normal process to modify business strategy.

F	The idea of the project is decided by the government and the company so it's very top down, and the participatory process is only in the feedback. What do you think? The participatory process should be at the start?
2	Some feedback would be good, cause they [people who give feedback] are potential users.
F	It can increase the policy effectiveness.
1	Collecting feedback is very important, but if you don't have any funds to improve, the feedback goes under the table.
6	It stops there.
F	Would the participatory process be a cost or a benefit in this case?
6 and 1	A cost in this case.
2	If you have some money you can be prepared.
1	Somebody has to analyse all the feedback and so forth, so it's a cost.
F	In other projects, how did the participatory components ... in whatever phase ... how did it influence the effectiveness of the policy?
2	In our case, construction of an educational centre, there was a need for modern educational buildings (and there were great expectations). Local people needed it, so the actual cause was people's needs. We used some participatory tools, co-planning meetings, public meetings with parents using the schools and other citizens of the area who were interested. I can say that the project was very concrete. It held and raised trust for local politics and civil servants.
F	Was it useful to a certain extent?
2	Local politics promised it, and this time they got it done so people started to trust them.
F	So, in your case, was the collaborative project, since the scale was smaller, easier in a sense? So maybe scale and need were some factors that contributed to effectiveness – do you agree?
7	Scale and the budget. For example, I know another case of a power line that crosses all the municipality. The proposal for the underground power line was expensive – it cost a lot (ten million euro maybe). So the solution was moving it, but because the

	people are against the line above ground [on the surface], the limit was a monetary one.
F	But what about participation in this case?
7	When the project was exported in the city hall, people decided on the underground one, but the above-ground option was 10% of the cost.
F	So participation can be a negative contributor because of simplistic views?
7	Yes.
F	Who also want to share their experience in this regard? [trying to push participants to answer the usual question: how did participatory processes affect policy effectiveness?]
3	Our case was the energy strategy development. In terms of numbers, objectively it was not good. The team was less than 10 people (participants). When we invited people to public meetings, there were only about a couple of people coming to the meetings. Actually it's not that people don't care. The local government implemented this open ideas space 10 years ago and we just take people's ideas continuously, but people say: 'I already told you that, don't you remember?' So people don't participate. They get tired of this 'tool' (first reason). Second reason: With 2,000 inhabitants [i.e. city size], people are representing different roles at the same time. For instance, me, I work as project manager, but where I live I represent a housing association, and in another place I represent an energy foundation. The same happens with the municipality mayor – at the same time he is a farmer – he has different roles.
F	Multiplicity of interest let's say. That makes the actors more neutral and de-politicised.
3	And a third reason among a small group of participants happens when you say 'please come!' They don't see the usefulness, they think it's too abstract. Three years later, companies wanted to renovate pipelines (development plan), then people saw the benefit. People want to do their job; they say 'you do your job'. But now they could see their interest.
F	Summing up – first reason [see above]; second reason: changing roles that affect the effectiveness; third reason: trust. It's about pre-existing trust between people and government. We should remind everyone that yours is a very particular context because the scale is rather small.
6	In our case it is little, too, it is composed of not many people. Families know each other. How can the administrator enter the house? We have to explain the meaning of

	<p>the waste code for the broader waste collection topic! In our case people were happy to participate. The information was done at different levels: with letters to the family, and information points (desks). 'I understand, then I am available' is what people thought. The goal was providing information in real time: I give the code and I follow you to teach you how to use it. The project, encouraging participation in some training courses, has been able to heighten the level of participation. It increased people's skills, too. They know what is going on in real time and they are proud to be there.</p>
F	Interesting: encouragement and updating.
6	We/they (no 5's team) give information both in dialect and Italian, they don't give only technical information, it's a cultural activity at the same time.
7	<p>I am analysing the different energy plans of Europe [in his PhD]. I want to remark about our lack of participation (in our case the energy plan is coordinated by the municipality). Most of the initiatives are from the public sector; in middle-to-big cities it is easier to invest for promoting participation. Another barrier is the law, because there are laws in Spain in energy matters that limit the implementation of these renewable energies. The companies have a lot of power and they don't want to change their energy plans.</p>
F	So in this case the public participation is not effective at all because the scale is very big. The public participation hardly can change it. Is that right?
7	Yes, for smaller actions it's easier. But for major actions (in big cities) that depends on other institutions, so it is difficult.
F	Okay – one more thing. The level of public or private involvement in the project. What do you think? Could you say that in projects that have to do more with the private sphere, this feature can help participation in the project? And those who are more general or deemed 'public' are less effective?
1	There can be a confrontation of public and expert opinion. Personal perspective can contradict scientific opinion. For example, expanding traffic lanes; politicians get the feedback by votes, they can be influenced by that. If there is a large group of people, that can influence politicians, too.
F	So, in a way, public participation is making the policy more effective but at the same time it is negative?
1	Yes – but it is also a methodological and procedural matter. You have first proposals, backup proposals, you have facilitators, then you may get the chance to mitigate to avoid making stupid investments, but the initiative has to come from the top first. Normally you will not get very far from that kind of public talk.

	If you ask a simplistic question you get a simplistic answer. With experts you can think of solutions that are suitable for the majority.
F	So more conversation makes it more effective.
6	I agree with him of course. In our case, we communicated adapting the language; communicating the meaning of what you do helps to increase the participatory effectiveness. Language and content are both important.
F	So this gives them the complete picture and makes them involved so you get fruitful answers from them. Avoid simplistic questions.
6	If the administrator is open to understanding the needs of the community, then it goes well.
2	Sometimes it is good to make very irritating headlines in these meeting invitations – provocative headlines for increasing participation in meetings. Then you discuss the actual topics in the meetings.
3	If you write on the posters that you offer coffee and such it helps!
2	So maybe people are not so irritated by the provocations then ... [joking situation]
7	If the project is only political is difficult to involve citizens.
1	In terms of meeting people's expectations, it is important to point out project limitations. You can't promise people big changes – if you can't deliver you will just create unrest. You have to be honest to have results.
F	So, being honest in terms of the scale of the project?
1	And limitations! If the 'grass size' [close to a pavement] is 1.5m or 2m you have to say it.
F	Ok, so honesty about what is realistic and what is not. So the feasibility issue (as a key word)?
1	Yes
F	Okay, so if you think about your own project, what has been changed before and after the implementation of the project? What has changed in terms of government and mobilisation of the public and in terms of new participation of the public? Has anything changed? Any significant changes?

6	In our case we can say that we have achieved the objective that the citizens realised the point, namely that waste management is their own business. We raised that awareness! If you produce less waste, that is a good thing. Of course that happens as a result of a long-term process.
2	In our case, too. I think local people got a new energy-efficient building and they took advantage of a sustainable way of getting energy [in the kindergarten/pre-school].
F	So they are more willing to collaborate now.
2	People now see that it is good to participate. People are getting into the details of these energy issues.
F	So success influences the trust of people. Let's come up with some keywords. So we talked about the SCALE of the project and the scale of the context. You were saying that the smaller the scale, the more effective the participation and the effectiveness (at least as a tendency). Then, the issue of changing roles of each citizen; open government is another keyword. The results make participation more effective. When people see the results, they participate more.
6	The language, from the European high-level institutions to the locals, has to be the same. They ask for the same 'language'. Same language from EU, state, region and local contexts.
F	Unifying the language! Then the LAW barriers. The more complex the context is (the bigger, too) the higher the barrier. More complexity, less effectiveness. And then the methodology, that was very interesting. On methodology, do you have anything else to add to what he (no 1) said?
1	Well, I think that the most prominent examples are those of infrastructure development. For example, connecting the city to the sea. In these kinds of development there are very clear interest groups that want their voices to be heard. It's about how to involve people, to make it constructive. There are very constructive social dialogues all around Estonia in my opinion. Of course there are possibilities of creating big participatory events with political scientists etc. Experts are the facilitators there. These events will then be followed up with concrete proposals which came from the discussions. Unfortunately, the easiest way is to let opposing groups fight until everyone is too tired.
F	When people are led correctly it can be more effective.
1	Yes. Methodology of participation.

Table 6	
F	One of the main obstacles for participatory processes in influencing policies is the scepticism and more generally some difficulty in being accepted and valorised by administrations.
30	To overcome these limits we try to engage communities and different government levels in the common development of energy strategies and management.
26	<p>We had huge traffic volumes identified by people as a problem in particular at the time when people have to take pupils to schools.</p> <p>The project is aimed at engaging children in taking the bus or by walking, also by involving teachers to detect the problem, and it is inspired by Traffic Snake game. This is the European reference adopted not only by us but by many other countries all around Europe.</p> <p>By educating children the impact is expected to also educate parents.</p> <p>Campaigns of information (at a national level also) were conducted to support sustainable mobility in general.</p> <p>The observation of the results once the project had stopped showed that children tended to maintain the new habits.</p>
3	<p>Drawing up a survey gives people enough information to better manage energy consumption at home.</p> <p>Schools and children were involved because (as for 26) the role of children in spreading environmental awareness and better behaviours is crucial.</p> <p>Seminars were conducted with local decision makers, but local authorities gave only formal support.</p>
4	<p>Citizens' working groups on different topics of the sustainable plan were organised but was difficult to find participants at the beginning (lack of trust from both citizens and administration).</p> <p>Some social events to involve citizens were organised and local groups of interest evolved, and after some time the participation increased.</p> <p>Main impacts from the community/participatory perspective may be: effective contribution by citizens; architecture students forming their own organisation, participating in other projects at a local level.</p>

11	<p>The aim of the project is to improve the energy performance of buildings with close reference to the EU directive.</p> <p>The experience is aimed at creating best practice guidelines to support policy processes and decision makers not only in Estonia but in other (eastern) countries.</p> <p>The target is public as well as private buildings. A housing association is involved in taking care of private buildings.</p>
8	<p>Open municipality.</p> <p>People are very well informed about the project of the municipality but the problem is the lack of trust in government. Thus it's difficult to actually engage and inform people that use different channels of information (newspaper, internet ...). We use all these channels (Facebook page, mailing list ...) but it is not enough to face the large amount of uncontrolled information that people may find on the web. And this phenomenon may reinforce distrust and generate confusion on many topics.</p> <p>We've developed a general mailing list directed to the wider public but also more specific lists for NGOs and enterprises, and other actors more focused on their own interests.</p> <p>The local newspapers work as a reinforcement in spreading information.</p>
15	<p>A problem in pushing the renewable approach is the competition with the stories told by the main media.</p> <p>The aim of the project is to give people a real alternative for a better future but main media (newspaper or TV) often don't tell the real story of the environmental impact of using energy (i.e. bad effects of over-consuming).</p> <p>The problem is also the relevance of foreign influence in terms of power and perspective, i.e. the transport sector now is focused on electrification but the main barrier is the competition with the oil industry.</p>
30	<p>It's crucial to support and develop the circularity of the information/knowledge process: information flows from administration/experts to the community and comes back from the community to administration/experts.</p>
F	<p>So a relevant aspect is to provide good information.</p> <p>What the kind of information has to be shared?</p> <p>How do you communicate it to PA and other stakeholders?</p>

15	The problem is the trust of people in the information provided.
26	For example, a good communication is not to speak about the project as a project but just as a game [Traffic Snake game, ndr] It's a very low-budget project so people have to know they're not wasting money but that the community is doing something.
11	In our case it is a high-budget project (27 million euro) and we designed a communication activity (with a lot of people involved) along many different channels: networking; newspaper; web platform; research articles and master theses (scientific community).
30	Trust is the main problem of the relationship between communities and government, and of the effectiveness of participatory process. To overcome the gap of trust between government and audience it can be useful to have a third party actor.
F	Trust is connected with the political environment? Has the project been an opportunity to close the gap? What is going to be left when the project ends?
30	It's not easy to measure the impact in terms of improving trust.
26	The expected impact of the project is less motor traffic. We had a very surprising effect [maybe somehow connected with trust? ndr] that teenagers (excluded from the project) know about the project.
15	After the end of the project (the campaign) it's difficult to maintain an intense interaction with people that quickly move to other topics.
3	The project (Infocentre) gives different information to different targets: simple and general to the wider public; more specific and focused on the general framework for decision makers The public administration did not trust NGOs at all. But after the project, the public administration changed its approach to NGOs that are now considered to be a crucial part in pushing activities and implementing policies.
30	The project of building communities (by engaging people) was promoted by local councils; the institutional level helps and cannot be avoided. It is crucial for the success of local initiatives even when these are strongly bottom-up and highly participated in by

	communities, and it's crucial because it creates the context that enables the development of the initiatives.
F	Based on your experience what can influence the policy process in developing strategies and a community platform? What do you think may help in engaging and orienting the policy process?
15	The EU is pushing out a confusing message promoting on the one hand zero-energy consumption, and on the other hand carrying out practices that drive the traditional huge consumption of energy (i.e. buildings in Brussels). The EU should set an example.
26	It's a problem of identifying the right stakeholders. You have to first find the beneficiaries and then the people that can mediate with them, so the beneficiaries will trust the project (i.e. teachers for our project)
30	Yes, it's important to find the right people that may be an ambassador for the message we want to pass on, e.g. changing habits.

Table 7	
4	We have a European-funded, complex institutional organisational structure with several municipalities and many technicians. It is easy to convince politicians to invest in renewable energy. Positive politicians welcome it thanks to the alignment of interests between objectives: a) CO ₂ reduction; b) common savings. We had good results, and found the way to oblige forest owners (it is important to ensure compliance).
3	Do you have a biomass market?
4	Yes, but it's too small.
7	In Estonia the biomass market is highly regulated.
2	But there is no participation! The processes of number 4 and number 7 are not participated. The function of participation is to fill the gap between citizens and government.
2	It is important to reorganise the administration to make it possible to do things.
F	Let's talk about policy effectiveness.

1	<p>In the guidelines of the national strategy for internal areas there is an institutional prerequisite: all the municipalities included in the area must join in a single organisation and participate in the partnership with the region and the ministry. This element is not optional, but mandatory. The multilevel institutional structure is important: a union of municipalities, region, state. The organisational structure gives strength to the policy. The union of the municipalities makes it possible to have a single territorial interlocutor for the other levels of government.</p> <p>Two-way communication: top-down, to the municipalities – if you want to benefit from this policy, get together; bottom-up to the municipalities – they have prepared their strategy and have communicated it to the top.</p>
F.	What were the effects, ‘the after’?
1	The result was a framework programme agreement.
2	Of course we must write new rules, but we must write them with people.
1	It is important to have a single interlocutor vs. 21 municipalities, even for negotiation processes.
3	<p>We have had concrete results: we have realised the thermal insulation of the buildings.</p> <p>Monetary incentives are important to involve citizens, because people do not even vote.</p>
5	There are two dimensions in relation to effectiveness: there are projects that require participation and others that do not. Putting solar panels on public buildings does not require it; using the Pedibus project (we must involve families) for some projects’ participation (as co-production) is indispensable for the effectiveness of the policy itself. Here the co-production is a structural condition of the implementation/effectiveness of the policy.
F.	Results?
6	A first result was to create a school management model, to bring together teachers, public administration, parents, children and territory (another result: experimenting with new management models).
7	The results are evident when they consist of structural realisations, e.g. a new heating method.
1	Our result was primarily organisational rather than policy in the strict sense. However, the organisational level (the governance platform) is essential to achieve policy results in the future.

3	The dark side is that there are no politics.
2	Few results (those of the project) do not matter, but the general change yes; this is why it is important to involve everyone.

Table 8	
F	What is the expected legacy after the project? Effectiveness – what will be left over as a change after the project?
1	The main aim of our project is to discover solutions to parking issues, in particular regarding the evolution from nearby parking to long-distance parking. Legacy – it shows in practice that the structural change is possible and shows it to the municipality and residents for the creation of new streets.
2	At state level we expected an increase in the heating costs and we wanted to help residents to cope with the new costs through the creation of a district heating system. In the public sector, there is no problem in paying the bills. Up until this year our district heating system has covered 27 % of the buildings. In the future, we would like to extend the district heating system and also connect small private houses.
3	Our project consists of sustainable energy in the education sector. Our aim is to create zero-energy public buildings. We started with the education centre.
4	Project manager of project foreseeing engagement of forest owners; 70 forest owners were engaged. The result was internalised by the administration. The forest consortium tries to raise funding to continue this process that was innovative for the region and even outside it. This was a start-up for a long-term strategy.
5	One of the projects I dealt with was the creation of a biomass plant. In a first phase this project foresaw the use of local wood and waste in order to reuse it and recover sustainable energy. Even though the community agreed on it, the population challenged the locality of the plant and the project stopped.
6	The project that I represent here regarded the implementation of the SEAP. They were first involved in the engagement phase in order to understand which the priorities in this area were. Then they set up an energy efficiency office and explained the benefits of the SEAP to the population. They also set up a sustainable energy purchase group including 15–16 families. It was quite successful. As an outcome they decided to engage other municipalities. Now there are 10 municipalities running this project with Legambiente and the hope is to enlarge the project even more. The mayors were sceptical at the beginning, but now they are convinced

4	No 6, did you think of setting up a SEAP involving all municipalities?
6	No, as some municipalities already have their SEAP, while others do not. It is difficult to create a sort of unified SEAP.
F	Previous discussions underlined that changes can be influenced by individuals, by the organisation and then at the system level (how a sector can influence the broader approach). In your understanding of effectiveness, in your project, at which level did the change take place? Was it at the individual level, in the institutions/organisations or in the system, or in the definition of the policy? Do you think there are changes beyond your project?
2	<p>Our project was a pilot. There were just a few buildings and the aim was to show that energy could be saved and benefits be brought for both administrations and citizens. At that time energy was cheap. Nobody (politicians, decision makers and citizens) understood what we wanted to do with the project. But we started and we had good results in energy savings in private buildings and we also had savings in the local energy used. After these first results, we obtained the political consensus to expand the project.</p> <p>At the beginning, the problem was that people did not understand the project. We also involved the associations to discuss the project with the population and explain it to them. We explained to people that the value of the buildings will increase. After the first results people and politicians understood the benefits. The project obtained people's satisfaction and this was a good business card for politicians and decision makers. Afterwards, everything became easier.</p> <p>It is difficult to start energy efficiency and renewable energy projects as they are too expensive and require great effort. But if it is shown that these projects bring positive results for everyone, then people are more open to listen to you and participate in the project.</p>
6	Governors are natural conservators. They like volunteer groups to take ownership of interventions in this area. However, when they see there are public results, it is easy to have their support. This also holds true for citizens. For instance, the population thought that SEAP was beyond their skills, capacities, roles, etc. In the end they felt empowered as they could produce sustainable energy. Showing results is beneficial for the sustainability of a project.
4	Foresters are already aware of their potential as energy producers. The most difficult part was to involve municipalities and to design a sustainable energy strategy. They tried to build a super loose plan engaging public and private forest owners and administrations, and tackled both sustainable energy and climate change issues. This was a great trigger because they had already worked on environmental issues. Now the public administration

	is committed and they are trying to build the SEAP. The main challenge is to obtain the necessary financial resources for doing it.
1	<p>I want to be modest because we see the effects of the project after 5 years and I cannot say that they were foreseen. Looking back we see an interesting approach, consisting of the fact that living streets was not only a project, but an experiment in a larger strategy. It was the city itself that had questioned how to have a new parking system and decided to set up a group of people foreign to the administration. The group was made up of 20 people. They were engaged to envisage what kind of strategy could be designed. The group chose to also include some short-term actions in order to obtain short-term results. They wanted to have a vision at city, neighbourhood and street levels. Then they started to spread the idea. The fact that it was started by the city itself bounded politicians and decision makers to it.</p> <p>In terms of results, the following can be mentioned:</p> <ul style="list-style-type: none"> • The transport department hired a specialist to find solutions to parking. • There is increased social cohesion as people interact/collaborate and are more involved with each other. This created the cohesion department to organise living streets with the aim to increase social cohesion. • There were improvements in the street design. People want improvements in public spaces, but it takes many years to have streets redesigned and few improvements can be made by citizens themselves. The department responsible for redesigning streets included learning in their redesign actions. <p>The 'living street' is a metaphor of collaboration between people, municipality and companies. You can use collaboration to tackle any kind of issue.</p>
F	In realising the zero-building, what was the interaction with the PA? You started from one building and then expanded?
3	This is the only zero-building. The administration will take this as an example and maybe expand as it is a good idea.
F	Who came up with project idea?
3	The municipality. It started from technicians and then politicians endorsed it.
1	Timing is important for the promotion of a project and also for its sustainability.

	<p>In our case it was at the end of the electoral period. The fact that we developed an agenda for the future gave them the possibility for the vision to be integrated in the agenda of the new politicians. In this we and they could link their project with the political agenda.</p> <p>Now they have a new election and this is why they have stopped as an organisation.</p> <p>At the beginning of the project, they interacted and reported directly to politicians, triggering the jealousy of the administrative staff. We realised this was not a good strategy and started to interact more with administrative officials. Last year, they received money from the municipality and the project was included in the municipal strategic plan. They achieved this by working more with officials than with politicians.</p>
F	<p>No 5, have you noticed a change of attitude when it comes to understanding sustainable energy?</p>
5	<p>Citizens are now more aware about this issue.</p> <p>It is a matter of understanding where the consensus to be built can be driven by citizens' interest. If citizens want something, then politicians follow that sensitivity. Whether the participation is done or not depends on politicians' interest. This is also related to the political cycle as politicians want to build on it for gaining consensus. When we try to rush things, then we end up having a longer process.</p> <p>An example from the project to build a tram line in Venice: in order to build the rails 200 trees had to be cut. There was a conflict between the administration and the population. The participatory process solved the conflict, as the alternative solutions proposed showed that 100 trees could be saved.</p> <p>Venice also institutionalised consultation through the creation of groups of stakeholders, including citizens. Participation in the group is done on a voluntary basis and the group is involved in decision-making processes.</p>
4	<p>The participatory approach pushed the regional authority to stop and revise the regulatory process to include the approach proposed by the project.</p> <p>This is a way to overcome the political cycle problem. We cannot expect that a long-term strategy is carried out by other politicians. If it is embedded in the regulatory plan, then they will have to continue it in the future.</p>
2	<p>Timing is essential; political stability is crucial as well. In the last 17 years, people with the same political philosophy have been governing our city.</p> <p>The energy efficiency project is now one of the main policies in the city. All politicians accepted it as their own policy. This issue is beyond political parties as it is important for people and the city.</p>

1	<p>Collaboration can lead to a long-term engagement on condition that it is started in a 'peaceful' period.</p> <p>In my experience as a conflict mediator, I have noticed that neighbours do not interact with each other frequently. Often residents are in touch with each other when there are conflicts. However, in that moment, it is not easy to have time for dialogue.</p> <p>For instance, when we had to redesign a new square, every resident focused on his particular interest and defended it. It was hard to design a common project. However, when participation is part of your DNA as a city, then it is easier to start processes in peaceful periods of time when the intervention is not a salient issue on the public agenda.</p> <p>The issues tackled by Living Streets had not been on the public agenda when the project started. Thus collaboration occurred in a conflict-free period.</p> <p>When you are talking about participation, it is worth noting that they generally occur when the matter has already been put on the public agenda. However, if participation is included as usual business, then people will be more prone to listen to each other and to collaborate.</p>
4	<p>The need for energy planning was related to the possibility of obtaining new funding. It was a way to explore new actions. In many cases planning is an additional burden and it depends on the ability of the administration to gather funding.</p>
F	<p>In your experience, have you witnessed something that undermined the effectiveness of your project? Something that has not worked, or undermined your efforts?</p>
1	<p>Focusing too much on politicians and leaving administrative staff outside at the beginning of the project was a problem. The administrative staff was reluctant to collaborate with us as we engaged mainly with politicians.</p> <p>However, we realised that it was a wrong strategy and changed it. We started also collaborating with officials and we created a group with officials from different sectors.</p> <p>Another difficulty was the fact that at that moment the transport department slowed down the process as it had a more important issue on the agenda. At that time, it was involved in implementing the mobility plan that they considered more important than the Living Street project.</p>
2	<p>Energy efficiency is an issue whose importance is widely acknowledged. Furthermore, it does not raise high risks for politicians. In our case, the main problem is the fact that the energy price is cheap and this weakens people's interest in such interventions. This is also a problem at the state level. At state level, nobody promotes energy efficiency and renewable energy. At the same time, energy efficiency interventions are not cheap and need subsidies. Thus, the support of the state is very important.</p>

4	<p>Lack of long-term political commitment is a problem. Working with 23 municipalities was a mess. Although we had a good municipality as a leader, which should have been acting as a link between all municipalities, it turned out that there was no political agreement and we had to deal with 23 municipalities separately. Each one had its own agenda and there was no coordinated agreement between their agendas. When we involve citizens we have to make sure that results are achieved, as otherwise we lose their trust. However, this also depends on politicians' long-term commitment.</p>
1	<p>In our case, officials change frequently and we have to start again to build commitment and mutual trust. For instance, in one department, there were four officials in charge of the project in 4 years. This is not effective in participatory processes.</p> <p>It is important to have long-term commitment at all levels (politicians, civil servants, etc.).</p>
6	<p>In our case, the office we set up was included in the municipal structure. In my view, while this may ensure sustainability of the work done, at the same time it may be a drawback. People may perceive it as an ordinary municipal office and interact with it only when they need something. Familiar faces in the office may favour interactions, but it is possible that someone from outside the city may guide it.</p> <p>For us, as volunteers, long-term commitment is very difficult. Some of us found other jobs, others left Italy. We were only a few people and it would have been difficult to manage the office by ourselves. Furthermore, with institutionalisation, regulations increased.</p>
1	<p>It was easier to implement the Living Street project as a volunteer group. Civil societies have more freedom than municipalities. It is easier to sign contracts, to interact with companies, etc.</p>
4	<p>Nowadays there is a strong focus on energy and it is easy to do things. The focus on energy will probably change and this will make obtaining citizens' and stakeholders' attention and interest more difficult. In the absence of a focused agenda, it is more difficult to engage stakeholders and people, as well as politicians and officials. In our case, it was the right moment for building a reliable long-term strategy. Once the focus changes it will be more difficult.</p>
2	<p>In our case, energy efficiency will be mainstreamed in all projects on energy.</p>

7 Annex InfoPack and Guidelines for Discussion

Deliberative event – Milan, Italy 16-17th October 2017

PRACTICAL INFORMATION



VENUE OF THE EVENT



Talent Garden Milano Calabiana

Via Arcivescovo Calabiana n. 6

Tel +39 02 9977 8260

Directions: <https://goo.gl/maps/eZrirWVCK222>

The event will take place from 9,00 to 18,00 of 16th of October and from 9,00 to 13,00 of 17th of October.



HOW TO REACH TAG CALABIANA:

<p>By metro Stop MM3 - Lodi T.I.B.B</p>	<p>By Train Porta Romana Station</p>	<p>By Bus n° 65, bus stop via Calabiana, via Brembo</p>	<p>Parcking lots nearby 24/24H</p> <ul style="list-style-type: none"> • Quick Lodi, Via Giovanni Balilla Magistri • Garage S. Maria, Piazza Bonomelli 9
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TRAVELLING INFORMATION TO THE CITY CENTRE

From Linate Airport

This is the City Airport of Milan. It is just 7 km from downtown, convenient and easy to reach by car, by bus from and to Milan, by coach from and to Milan Central Station, Expo Fiera Milano City, Malpensa both terminals, Brescia and Monza.

For more information: <http://www.milanolate-airport.com/en/directions-and-parking>

From Malpensa Airport Malpensa Express Train

The Train Station is located in Terminal 1 on level -1. The Malpensa Express links the centre of Milan with Malpensa airport, to/from Milano Cadorna Station and to/from Milano Central Station.

For more information: <http://www.airportmalpensa.com/airport-train.php>

Malpensa Shuttle

Malpensa Shuttle is the bus service provided by Air Pullman at Malpensa Airport. It has two main services: Buses to and from Milano Central Station and Bus to and from Linate Airport.

Arrival to via Arcivescovo Calabiana (Tag Calabiana):

From Linate Airport, take a taxi (around 20 euros) or Bus 73 until Piazza Emilia and then Tram 92 (direction Bovisa FN Isonzo) for 5 stops to Piazzale Lodi.

From Milano Cadorna take Metro 1 until Duomo then Metro 3 until Lodi.

From Central Station take Metro 3 until Lodi.

For public transportation in Milan: ATM - Map of the Metro: Milan has 6 metro lines. See the [Map](#)

What to see in Milan:

The TAG CALABIANA location is very close to [Fondazione Prada](#), a permanent cultural complex with temporary expositions of modern arts, recently opened.

Are you planning a visit to the city? See [20 great things](#) to do in Milan.

See also the [website for tourism](#) of the City of Milan or download the app [Visit Milan](#)

WIFI

Milan has a city Wi-Fi covering various open-air and public buildings in the city. In the areas covered, register to the network OpenWifiMilano.

DRAFT PROGRAMME

Monday 16th of October	Tuesday 17th of October
8,45 Welcome coffee and registration 9,30 Special guests opening speeches 10,00 the ENLARGE project: aims of the Deliberative event 10,45 Group discussion* 12,55-14,00 lunch	9,00-9,30 Welcome coffee 9,30 Summary of day 1 10,00 Group discussion* 11,40 Plenary session 12,20 Conclusions 13,00 end of meeting
14,00-17,30 Group discussion* 17,30-18,30 Plenary session and instruction for the day after	
20,00 Group dinner (under registration)	

* Group discussions will be dedicated to discuss three main dimensions of the *participatory processes* in the sustainable energy field in which participants were involved, and in particular:

- **Effectiveness** (the capacity of the participatory process to affect real decision-making and implementation of sustainable energy policies/programmes/projects);
- **Political sustainability** (the capacity of the process to avoid political and administrative conflicts);
- **Social legitimacy** (the capacity of the process to involve people and to be accepted by participants).

PARTICIPANTS' PROFILE

Delegations are invited to be up to 3 participants representing different stakeholders related to the practice submitted (citizen, firms, NGOs, public administration, etc). See the list of the selected practices in the [Registration form](#).

Participants are expected to arrive on Sunday, 15th October and attend to both the Deliberative event days (16th and 17th of October).

Language

The working language throughout the event will be English.

REIMBURSEMENT

Travel and accommodation are covered by the project via **reimbursement**. Participants are requested to purchase their travels and book the accommodation and will be reimbursed after the activity. The reimbursement claim will be submitted according to the package provided by the organisers. Please make sure you keep all the invoices (boarding passes, train tickets, toll charge and hotel invoices).

Reimbursements are limited to the following thresholds:

- Max 400 euros for roundtrip flights and transport per person (for using private car please contact the organisation: contact@enlarge.project.eu). First class travels are not eligible.
- Max 130 € per night (2 nights reimbursed, the 15th and the 16th of October),
- Max 30 € per dinner (or 1 dinner if you will join us to the Group dinner, Monday night).

The lunch and Group dinner of the 16th of October will be covered directly by the organization.

For any information and clarification please contact: contact@enlarge-project.eu

ACCOMMODATION

Participants are requested to book their own accommodation and keep all invoices for reimbursement. Please check the information above for the thresholds.

Please find below a list of hotels situated nearby with whom we have agreed to keep a number of rooms for the event participants. Please note that **you have to make your own booking within the 7th of September 2017**.

- [Hotel Rex Milano](#): Double room single use, breakfast included, email rex@hotelrexmilano.it, please use **the booking reference H2020 ENLARGE Project deliberative event**
- [Best Western Hotel Major](#): Single room, breakfast included, when booking on the website please use the **promotional code H2020ENLARGE**

You can also decide to book in different hotels in Milan; the organisation **will reimburse up to 130 €** per night upon the presentation of the receipt.

CATERING

The lunch of the 16th of October will be covered directly by the organization. Please, fill the [Registration form](#) if you have any special requirements (vegetarian, intolerances).

Dinners are covered via reimbursement, therefore please make sure you keep all the invoices.

Registration

All participants are required to fill in the online [Registration form](#) no later than **15/7/2017** by clicking on the link below: <https://goo.gl/tu5HCJ>

If by clicking on the link, you cannot access the form, please copy paste the URL on your browser.

The organisation will reply to the email provided in the form with a **letter of confirmation**.

Contact person

For any questions, please do not hesitate to contact:

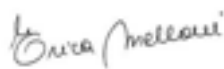
Erica Melloni

Email: contact@enlarge-project.eu

Looking forward to seeing you in Milan,

Yours sincerely,

Erica Melloni



ENLARGE project manager
Istituto per la Ricerca Sociale



ENergies for Local Administrations
to Renovate Governance in Europe

Horizon 2020

ENLARGE Project

Deliberative event

Milan, October 16-17, 2017

Guidelines for discussion



Goals of the project

ENLARGE aims at generating and disseminating knowledge on collaborative processes in sustainable energy policies, which are participatory processes involving stakeholders and citizens in policy making. In particular, the project aims at better understanding which tools and strategies help integrate these participatory practices into representative democracy. The ambition of this project is to construct this knowledge through a dialogic process involving people who have experienced these practices.

The ENLARGE project rests on the assumption that there are no ideal participatory formats. Rather, the key of a successful collaborative process is the careful combination of tools and strategies to make the process reactive to the context, to the unexpected events and to the challenges that eventually can arise during the implementation.

The final output of the ENLARGE project will not be the publication of a list of good practices, but the collective construction of a **Game Book**. A Game Book is an adventure with several possible positive and negative stories, which the reader can construct by choosing between different alternative strategies, which contribute to determine favourable or unfavourable events to which the reader can react, adopting again several possible tools and strategies.

ENLARGE focuses on three types of collaborative processes with citizens and/or stakeholders:

- **Co-design:** when people are involved in policy formulation.
- **Co-production:** when people are involved in the implementation of the policies and/or in public service delivery.
- **Co-assessment:** when people are involved in the monitoring and evaluation of interventions, with the goal of contributing to their improvement.

The project so far

The ENLARGE project has reached the one-year milestone. In this period, after a review of the literature and several interviews, **31 cases** have been selected concerning sustainable mobility, energy saving, waste management and sustainable lifestyles.

Some **video interviews** have also been produced, with the goal of clarify the main methodological points of the ENLARGE project and to present some of the collaborative practices selected within the project. All videos and documents, including a synthesis of all case studies, are available on the ENLARGE website: **www.enlarge-project.eu**

These cases do not represent ‘best’ practices, but rather significant examples of the various types of collaborative approaches and tools identified through the ENLARGE methodology.

You are the privileged observers of these 31 cases and have been invited to participate in a **Deliberative Event**, to be held in Milan 16-17 October 2017, at Tag Calabiana. The goal of the Deliberative Event is to discuss collaborative policymaking and reflect collectively on implications and effects that different tools and strategies produced in your experiences. Overall, 75 people are expected to attend the event.

In the knowledge map attached here, you will find the list of the cases with some basic information and some food for thought.

How the event will work

The organisation of the Deliberative Event has been planned so you are able to discuss and share your opinions in a democratic way, and to guarantee to all of you the possibility to express yourselves and to collaborate with each other. For this purpose, you will be divided into round tables and each table will be supported by a facilitator, who will encourage mutual listening and the exchange of views, even if they are diverging. The working group sessions will also be alternated with plenary sessions, in order for the different issues to be shared.

To guarantee that the discussions will be informed and constructive, we kindly ask you to read the following three sections carefully, and the knowledge map of the 31 cases.

The event is organised with the methodological and practical support of Avventura Urbana, an Italian society that has been working on collaborative processes and alternative dispute resolution for more than 20 years.



What we are talking about

Collaborative processes are usually small parentheses in much longer and complex formulation and implementation processes. For this reason, one of the main challenges of such practices is to be able to integrate them into the normal policy making as legitimate and useful tools. But how? To address this issue, the event will be organised in three discussion sessions, each dedicated to a topic:

- **Session 1 Social legitimacy:** the capacity of the collaborative process to be perceived as a legitimate policy making tool by civil society actors and ordinary citizen who do not take part in the process.
- **Session 2 Institutional sustainability:** the capacity of the collaborative process to be accepted by public officials (elected politicians and civil servants) limiting resistance and conflicts within public administration.
- **Session 3 Policy effectiveness:** the capacity of the collaborative process to influence public policies.

For each topic, we will ask you to answer these two questions:

- **Which tools and strategies helped or hindered the acceptance and support of your collaborative process?**
- **Why did these choices prove to be successful or counterproductive?**

Session 1

Social legitimacy

A collaborative process is more effective when it is perceived as legitimate by civil society actors and ordinary citizens in general. Collaborative processes can be seen with scepticism, both from ordinary citizens and civil society organizations. Some fear that collaborative policymaking is a way of manipulating opinions and obtaining consensus on choices already made by the public administration or big enterprises. Other people believe that these practices only extend the length of policymaking without generating substantial innovations in public policies. Others think that these processes simply have the aim of suppressing dissent. Others, finally, fear that an enlarged decision-making arena will give voice mainly to those who are against change, and that collaborative practices are substantially conservative. These fears are usually unjustified, but we are interested in exploring when such scepticism emerged and why it was reduced or increased.

We will discuss about **Social Legitimacy**, we ask you to answer together to the following questions:

In your experience, were there some choices that proved to be counterproductive because they have generated public scepticism, criticism and opposition against the collaborative process? If so what?

In your experience, were there some choices that turned out to be helpful in making the collaborative process be positively accepted by citizens, associations, stakeholders as useful and effective? If so what?



Session 2

Institutional sustainability

A participatory process is effective when its introduction into the political-administrative practices does not trigger conflicts and resistance within the public administration or at least the organizers manage to overcome them. Some politicians oppose collaborative processes, because they think they might lose power or they feel that these processes are a waste of time. Collaborative processes are also subject to resistance by technicians and civil servants, who end up reacting to citizens' proposals (often difficult to implement or overly simplistic) by applying common closure mechanisms (a priori rejection of proposals, bureaucratic complications etc.).

We will discuss about **Institutional Sustainability**, we ask you to answer together to the following questions:

In your experience, were there some choices that proved to be counterproductive and generated political opposition and resistance against the collaborative process by public officials? If so what?

In your experience, were there some choices that proved to be useful to ensure that the collaborative process was welcomed by politicians and officials? If so what?



Session 3

Policy effectiveness

A participatory process is effective when it can really affect public policies, that is when the official decisions of policymakers take the results of the collaborative process into serious consideration. Sometimes, these processes manage to somewhat influence public policies, sometimes they do not. Specific arrangements can probably help increase (or on the contrary contribute to hinder) policy effectiveness of collaborative processes.

We will discuss about **Policy effectiveness**, we ask you to answer together to the following questions:

In your experience, were there some choices that proved to be counterproductive and weaken the effectiveness of the collaborative process in terms of influence on the real choices of public institutions? If so what?

In your experience, were there some choices that proved to be helpful in making the participatory process significantly affect the choices of public institutions? If so what?



How your discussions will be used

For each working table, a member of the organizing team will verbalise your comments. All comments will be collected and systematised by the ENLARGE research team with the aim of identifying the key tools and strategies, which will be used for the construction of the Game Book.

The Game Book will be hosted on the project website in order to open a two-year phase of participatory updating. During this period, the ENLARGE website will work as an interactive platform, on which local authorities and all those involved in collaborative processes will be allowed to insert justified comments on the various steps and alternative scenarios offered by the book. The research team will then update the book in response to the comments. After the two years, the Game Book will be considered finalised.

FAQs

What should I know before coming to the Deliberative Event in Milan?

You must simply read this discussion guide carefully and think about your collaborative process from the viewpoints of what helped it be legitimated by citizens, supported by public officials and embedded in real policies.

How can I contribute to the Deliberative Event?

You can contribute to the working table by listening to the other experiences and proposing your considerations on useful and counterproductive choices in the organization and management of collaborative processes.

How can I contribute to the updating of the Game Book?

You can contribute by reading the Game Book on the ENLARGE website, trying to test alternative stories and posting justified comments on how to refine the stories.

KNOWLEDGE MAP OF THE 31 CASES

1. Wind farm in Korca District
2. Living streets in Gent (Belgium)
3. Energy efficiency in Beloozersk (Belarus)
4. Sustainable Urban Mobility Plan in Polotsk (Belarus)
5. Action Plan for Energy Efficiency in Gabrovo (Bulgaria)
6. Energy Wise campaign in Estonia
7. Sustainable Kindergarten renovation in Rakvere (Estonia)
8. Energy development plan in Rõuge (Estonia)
9. Sustainable renovation of private buildings in Tartu (Estonia)
10. Sustainable energy networks in Tartu (Estonia)
11. Vision for Sustainable Tartu (Estonia)
12. Tooma wind farm in Esivere (Estonia)
13. Sustainable retirement home in Väätsa (Estonia)
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27. Long-term Energy Alternatives Plan in Niš (Serbia)
28. Thermo insulation for private buildings in Šabac (Serbia)
29. Energy efficiency in Girona's municipalities (Spain)
30. Plymouth Energy Community Renewables (UK)
31. Sharing Cities – (UK leader)

1. Wind farm in Korca District (Albania)

Project: localisation of 87 wind turbines in the District of Korca

Aim: to raise citizens' awareness on the impact of the wind turbines and to favour their acceptance by the local communities

Participatory tools: hearings with citizens

Level of conflict: low

Reflection elements: why was the level of conflict so low?

2. Living streets in Gent (Belgium)

Project: temporary closure of some streets to traffic

Aim: increase sustainable behaviours and citizens' capacity to take care of public spaces autonomously and by coordinating with public administration

Participatory tools: public meetings to plan street activities and shared facilities; crowdfunding; direct management of activities and facilities; meetings with civil servants

Level of conflict: low

Reflection elements: what favoured the cooperation between citizens and civil servants for the co-design and co-production of activities and services?

3. Energy efficiency in Beloozersk (Belarus)

Project: improve energy efficiency

Aim: increase awareness on strategies to reduce energy consumption

Participatory tools: communication campaign, co-design between teachers and students of energy-saving strategies in the College of Electrical Engineering

Level of conflict: low

Reflection elements: were some of the strategies effectively implemented?

4. Sustainable Urban Mobility Plan in Polotsk (Belarus)

Project: new plan of sustainable mobility

Aim: co-design the plan with stakeholders and citizens

Participatory tools: survey, open vote, workshops

Level of conflict: medium, between bikers and car drivers

Reflection elements: what helped overcome the conflict? Which strategies and techniques were used?

5. Action Plan for Energy Efficiency in Gabrovo (Bulgaria)

Project: action plan for energy efficiency in private buildings

Aim: co-implement the plan with house owners

Participatory tools: public information meetings

Level of conflict: low

Reflection elements: what kind of problems emerged during the phase of buildings restructuring?

6. Energy Wise campaign in Estonia

Project: campaign for energy saving and renewable energy sources

Aim: increase buildings' energy efficiency through monetary incentives

Participatory tools: public information meetings

Level of conflict: low

Reflection elements: what kind of problems emerged during the implementation phase?

7. Sustainable Kindergarten renovation in Rakvere (Estonia)

Project: zero-energy building

Aim: co-design the kindergarten renovation with parents and employees

Participatory tools: co-planning meetings with employees; workshops; survey for parents; 'study tours' for children

Level of conflict: low

Reflection elements: did employees, parents and children work together?

8. Energy development plan in Rõuge (Estonia)

Project: energy development plan

Aim: co-design of the plan

Participatory tools: working team with different qualified/recognised stakeholders (formal representation); one public meeting

Level of conflict: high in the working group (many did not realise the need for such participated energy plan), low in general

Reflection elements: how can the relevance of a participative process and its policy purpose be demonstrated to all actors, including 'insiders' such as public officials directly involved?

9. Sustainable renovation of private buildings in Tartu (Estonia)

Project: energy development plan

Aim: co-design the renovation projects with house owners

Participatory tools: discussion forums with housing associations

Level of conflict: complaints by house owners have likely emerged during the discussion forums

Reflection elements: what kind of problems emerged during the meetings with the house owners?

10. Sustainable energy networks in Tartu (Estonia)

Project: energy development network

Aim: co-design the energy network road map towards 2050

Participatory tools: stakeholders working groups

Level of conflict: low

Reflection elements: why did stakeholders have weak motivation to participate?

11. Vision for Sustainable Tartu (Estonia)

Project: vision for energy saving

Aim: co-design the energy-saving interventions in the housing sector

Participatory tools: discussion forums with housing associations; discussion meetings in the form of question-and-answer sessions between experts and dwellers

Level of conflict: low

12. Tooma wind farm in Esivere (Estonia)

Project: environment impact assessment

Aim: inform stakeholders about the EIA results

Participatory tools: information campaign

Level of conflict: low

Reflection elements: did some conflict arise during the information campaign?

13. Sustainable retirement home in Väätsa (Estonia)

Project: energy saving in a retirement home

Aim: reduce energy consumption in the retirement home

Participatory tools: study excursions, informational stickers at the bus stops

Level of conflict: low

Reflection elements: how can written suggestions by citizens be used effectively to contribute to designing a policy?

14. Reconstruction of an educational centre in Alu (Estonia)

Project: reconstruction of an educational centre with sustainability criteria

Aim: create a nearly zero-energy public building

Participatory tools: co-planning meeting with school and kindergarten managers, two public meetings open to the parents and other interested citizens

Level of conflict: low

15. New charging network for electric cars in Estonia

Project: construction of a new charging network

Aim: increase and facilitate electromobility

Participatory tools: working group with public institutions and private actors, late public involvement through a ymedia campaign, and other one-directional means of communication such as seminars

Level of conflict: low

Reflection elements: how important is the involvement of big private actors?

16. Eco-Quartier – participatory housing in Strasbourg (France)

Project: co-housing in a new eco-neighbourhood

Aim: choose co-housing projects for the neighbourhood

Participatory tools: discussion forums with citizens, notaries, banks, urban planners and architects, property developers

Level of conflict: medium, between property developers and citizens

Reflection elements: how were the conflicts and reciprocal mistrust between property developers and citizens solved?

17. Step by step. Fostering sustainability behaviours in four cities (France – leader)

Project: energy-saving behaviours

Aim: engaging citizens in energy-saving approaches and techniques

Participatory tools: personal energy coaching; door-to-door interviews

Level of conflict: low

Reflection elements: did some problems emerge during the implementation phase? What differences were there in the processes in the different cities?

18. Sustainable management strategy of private forests in Come (Italy)

Project: sustainable management and valorisation of the forests of the area

Aim: develop a coordinated sustainable management strategy of the private woods minimising hydrogeological risks

Participatory tools: discussion forums with small private forest owners

Level of conflict: low

Reflection elements: did any resistance emerge among private forest owners? How were they overcome? Are contractual solutions useful in a participatory process?

19. Madonie Green Community (Italy)

Project: achieving 100% renewable energies in the Madonie territory

Aim: improve liveability of the area through sustainability services and consequently reduce the demographical decrease

Participatory tools: working groups, thematic seminars, public meetings and conferences with local public administrations, companies, families, schools and citizens' associations of the 21 municipalities

Level of conflict: low

Reflection elements: did the biomass plants foster conflicts and mobilisation in the six selected areas? How were the conflicts solved?

20. Sustainable Action Plan in Venice area (Italy)

Project: localisation of a biomass plant in Mestre-Venezia

Aim: involving citizens in the implementation of the SEAPs, especially in relation to the biomass plant localisation

Participatory tools: two conferences during the Sustainable Energy Week (the first on urban regeneration and the second on participatory policies); InfoPoint to provide citizens with information on sustainable energy

Level of conflict: low in general, but high with respect to the localisation of the biomass plant

Reflection elements: in the end, a biomass plant was deleted from the SEAP of Venice. Why? What happened?

21. Fostering sustainability in Santorso (Italy)

Project: fostering sustainability in private buildings

Aim: helping citizens to improve the sustainability of private buildings

Participatory tools: (in the co-design phase of the SEAP) public meetings to share the results of the previously conducted local study and to propose the participative approach; workshops and open seminars to increase citizens' awareness; seminars and discussion meetings during the Future Search Conference; vote by citizens part of the purchase groups on plant providers also ranked by a technical commission

(In the co-production phase) purchasing groups; Energy Help Desk run by citizens having attended specific training on the subject; public meetings organised by the Energy Help Desk

Level of conflict: medium

Reflection elements: was the impact of the Energy Help Desk evaluated in some way? Did the impact of the Energy Help Desk go through co-evaluation methods?

22. Ènostra. Citizen cooperative for energy supply in Milan (Italy)

Project: sustainable energy supply

Aim: increasing the production of sustainable energy and promoting citizens' awareness of its consumption

Participatory tools: creation of a cooperative for the production of sustainable energy making use of an internal (co-)evaluation system; realisation of four public conferences in different cities to increase membership in the cooperative

Level of conflict: low

Reflection elements: how did the co-evaluation process work in practice and what problems have been identified? Does the cooperative organisation provide added value to co-production processes?

23. Decarbonisation of Puglia region (Italy)

Project: fostering gas-based energy production

Aim: elaborating a road map for decarbonisation to reduce territorial conflicts against gas supply plants

Participatory tools: none

Level of conflict: low

Reflection elements: which conflicts did the Puglia territories experience around gas energy supply, and how have they been addressed in the past?

24. New user-recognition system for waste collection in Montiferru-Sinis municipalities (Italy)

Project: introducing a new user-recognition system for waste collection

Aim: involving citizens to improve the effectiveness and usability of the new system

Participatory tools: meetings between citizens, mayor, unions and the managing company; educational projects in schools.

Level of conflict: low, but potentially higher in the future with the application of the coding system due to the fear of economic sanctions in case of incorrect recycling habits

Reflection elements: what problems emerged during the meetings? How important is a system of incentives for policy compliance?

25. Increasing energy efficiency in Liepaja (Latvia)

Project: renovating district heating and thermal insulation of multi-flat soviet buildings

Aim: informing and involving citizens in the processes of district heating renewal and buildings thermal insulation

Participatory tools: public meetings and information campaign (district heating renewal); door-to-door invitations and meetings with house owners (thermal insulation of soviet buildings)

Level of conflict: high

Reflection elements: how important was the information campaign to develop citizens' trust? How useful is/was the 'spending less money' topic as persuasive leverage?

26. Traffic snake game in Ramnicu Valcea (Romania)

Project: sustainable mobility

Aim: engaging children and families in sustainable mobility behaviours

Participatory tools: preliminary interviews to teachers, training for teachers, meetings with teachers, children, parents, then a game based on stickers and reward vouchers

Level of conflict: low

Reflection elements: was there a sort of co-evaluation of the impact of the sustainable mobility weeks as tool to foster durable sustainable mobility? How important were/are an adequate system of incentives and the implementation of structural measures to support the project?

27. Long-term Energy Alternatives Plan in Niš (Serbia)

Project: LEAP

Aim: elaborate a future vision to create a sustainable heating system by 2030

Participatory tools: use of the software LEAP able to draw different scenarios; questionnaires, interviews and two creativity workshops to get feedback from stakeholders on the plan and to collect further elements to introduce

Level of conflict: high

Reflection elements: why was the plan not approved by the City Council?

28. Thermo insulation for private buildings in Šabac (Serbia)

Project: renovation of private buildings by introducing thermo insulation

Aim: engaging inhabitants to foster the diffusion of thermo insulation

Participatory tools: personal energy coaching; door-to-door interviews

Level of conflict: low

Reflection elements: Was there some key actor who helped the process work so easily? How important were the greater coordination of actors and the use of economic incentives for the success of the policy?

29. Energy efficiency in Girona's municipalities (Spain)

Project: energy saving

Aim: engaging citizens in energy-saving strategies and in the construction of a local biomass district heating network

Participatory tools: none specifically; multilevel governance structure that involved public administrations, firms and companies, economic interest groups, civil society representatives (NGOs, neighbourhood associations), and experts

Level of conflict: low

Reflection elements: did some problems emerge during the discussions on the biomass district heating network?

30. Plymouth Energy Community Renewables (UK)

Project: community benefit society for renewable energy production

Aim: engaging citizens in reducing energy consumption

Participatory tools: creation of a community benefit society to produce renewable energy; working groups

Level of conflict: high

Reflection elements: the collaboration with British Gas was difficult. How was this problem addressed? Does/did the community benefit society bring added value to co-production?

31. Sharing Cities (UK – leader)

Project: sharing sustainability practices among cities and evaluating them

Aim: learning effective tools and strategies to foster energy efficiency

Participatory tools: participant selection, facilitation, task force, participation incentives, meeting with citizens, online questionnaire, open workshops for co-design activities, civic crowdfunding

Level of conflict: low

Reflection elements: how were the evaluation and learning processes organised? How did crowdfunding work?



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