



USAID
NGA POPULLI AMERIKAN
OD AMERIČKOG NARODA

GUIDEBOOK
for PARTICIPATORY
SPATIAL PLANNING
in **KOSOVO**





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“ “ Coming together
is the beginning.

Keeping together
is progress.

Working together...
is success.

~Henry Ford

Introduction

In September 2013, the Ministry of Environment and Spatial Planning (MESP) has adopted a new Law on Spatial Planning (LSP) No. 04 / L-174. The law promotes public participation as one of the principles of good governance in the elaboration of spatial planning documents. In addition to that, the Administrative Instruction for the responsibilities of Spatial Planning Authorities and the principles and procedures for public participation in spatial planning (AI) no. 05/2014, defines the minimum requirements for public involvement in spatial planning processes. The AI requires spatial planning authorities to inform citizens about public discussions through public notices, published in three daily newspapers, announced on local and public TV and posted on the websites of municipalities, eight days before public discussions are to be held.

The Guidebook for Participatory Spatial Planning in Kosovo aims to support the AI and go beyond its provisions. The Guidebook emphasizes the importance of public participation in spatial planning. A meaningful public participation process gives citizens the opportunity to express their demands and interests, highlight local values and influence the policies of spatial planning in their municipality. The Guidebook provides information on the techniques and methodologies of public participation as well as practical tips for their implementation.

In order to increase participation and reach all community groups this guidebook aims to offer additional information on the public participation techniques beyond the ones required by the AI no. 05/2014.

Not all citizens have the luxury to buy newspapers and not all of them have access to TV and Internet. Experiences so far have shown that very often, certain groups of people, such as families with low incomes, the elderly, women, persons with disabilities, youth, and non-majority communities do not have access to this information and, consequently, their representation in public discussions or participatory activities during the planning process is absent. This Guidebook provides concrete suggestions on how to reach all people in the community so they can be involved in planning decisions that affect their lives.

With proper planning, providing access to meetings, and helping citizens understand the importance of participating, it is possible to have successful and productive meetings that help citizens contribute to planning decisions and provide municipal planning authorities with information they need about citizen needs and demands. This Guidebook provides advice on how to overcome barriers to participation and create a meaningful collaboration between citizens, government and other stakeholders.

The guidebook contains a theoretical part, which describes the concept and importance of public participation in spatial planning, gives the principles of

participation according to the international practices and public participation plan elaborated in stages. All these are illustrated with practical advice, lessons learned and recommendations arising from the activities and tasks undertaken in the Plans for Public Participation (PPP) developed within the project “Promotion of Active Public Participation in Spatial Planning” at the local level, implemented by Cultural Heritage without Borders (CHwB) and funded by USAID / Partnerships for development during January to July 2015 in five municipalities of Kosovo: Pristina, Vushtrri, Malisheva, Gjakova and Peja.

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Abbreviations

PPP	Public Participation Plan
MDP	Municipal Development Plan
MZM	Municipal Zoning Map
DRP	Detailed Regulatory Plan
CLYA	Local Youth Action Council
NGO	Non Governmental Organization
CHwB	Cultural Heritage without Borders
USAID	United States Agency for International Development
CAG	Community Advisory Group
MESP	Ministry of Environment and Spatial Planning
LSP	Law on Spatial Planning
AI	Administrative Instruction
AI no.05/2014	AI on “Responsibilities of Spatial Planning Authorities as well as principles and Procedures for Public Participation in Spatial Planning”.

The Aim of the Guidebook

The Guidebook for participatory spatial planning in Kosovo aims to promote the public participation process and help decision-makers, municipal planners, professionals of the field and the community to understand and apply better planning and management of public participation during the planning process. This Guidebook provides a framework for leading a process for effective public involvement in planning according to local needs.

The aim of this Guidebook is to assist in a practical way for a meaningful collaboration between citizens and local governments in overcoming planning challenges and finding solutions acceptable to all parties, by allowing better decision making and improved quality of life for all communities. This Guidebook also provides recommendations for best practices in order to help plan a meaningful and effective public participation process and also contains many templates, examples and annexes that may assist the municipal officers in planning and implementing the public participation activities.

Meaningful engagement of the public in spatial planning processes increases the awareness of citizens about the benefits of their participation in these activities. Active participation enables them to gain knowledge about spatial planning, enhance their self-confidence and their skills for cooperation by becoming valid contributors during the process. This reinforces the feeling of ownership in relation to the plan and therefore facilitates its implementation.

Chapter I:

Public Participation in the Planning Processes

Participatory planning is a spatial planning paradigm that emphasizes the involvement of the entire community, public and private sector during whole strategic processes of spatial planning. The importance of public participation is best illustrated by Henry Ford in the statement: “The union is the beginning, staying together is progress, working together is success!”

The public participation in spatial planning activities has twofold effects: it impacts the outcomes of planning processes and provides public with civic education on their rights to get involved in the planning process and benefit from it.

Effective public participation is both functional for planning and meaningful to the public. Participation is functional when it helps to make better and realistic decisions and a more valuable plan for the community. Participation is meaningful when the public has the opportunity to influence decisions and create a sense of ownership in the planning document.

1.1. What are legal requirements for public participation in spatial planning processes?

While the concept of a ‘democratic country’ refers to diverse forms of citizen participation and representation in the political sphere, the specific rights, duties and obligations of both citizens and the state are enshrined in Kosovo’s constitutional democracy.

The Republic of Kosovo Constitution places an obligation on local and central government to foresee the direct applicability of international agreements and instruments on human rights and fundamental freedoms (Article 22, Kosovo Constitution).

While there are many Kosovo laws which require some form of public participation, for the needs of spatial planning this is regulated through the Law on Spatial Planning (LSP) no. 04/L-174 (Article 20), and AI no.05/2014 on “Responsibilities of Spatial Planning Authorities as well as principles and Procedures for Public Participation in Spatial Planning”.

According to LSP and AI, Spatial planning authority provides and encourages transparent public participation in planning and decision making process by providing public access to data, maps, charts and all spatial planning documents for interested parties. An information campaign to provide and encourage public participation during the drafting phases of spatial planning documents should be conducted and considerations of vulnerable groups should be taken into account. Planning authorities have to make sure to include public assessments on the possible social, economic and environmental impacts, by reviewing and answering petitions from landowners for changes of land use classification and make sure the timelines for public participation are sufficient and effective without causing undue delay.

As per the AI no.05/2014, during the process of drafting the spatial planning documents public discussions and other forms of public participation and presentations for defining the vision, objectives, strategic priorities and other issues should take place. The minimum requirement for public participation is to provide at least one public discussion in each phase of the planning process.

As per the AI no.05/2014, at later planning phase, prior to finalization all spatial planning documents shall undergo public review, which needs to be held in accordance with principles set for organizing public presentations and participation. . Public review on a draft spatial planning document is at least 30 days; whereas public review on the drafts’ amendments takes at least 15 but not more than 30 days. All remarks and proposals and petitions from landowners from the public

during this public review period have to be compiled in the report from the public review. During this period a series of activities for public consultation should take place (see more on public review in the section 3.5.1.2.).

Moreover, the Spatial Planning Authorities communicate with public by drafting and publishing Annual Monitoring Reports on the implementation of goals and objectives set in the planning documents.

1.2. Why is public participation important in the spatial planning process

Public participation is important in the spatial planning process because:

Compliance with the Law: Public involvement in all phases of the drafting of spatial planning documents is a requirement of the Law on Spatial Planning no. 04 / L-174;

Community empowerment: Public participation helps citizens to be better informed about spatial plans, provides exchange of knowledge and experiences, thus impacting community empowerment;

Creating realistic expectations about the results of the spatial development processes: Spatial plans that are developed with public participation better address the needs and demands of the citizens and results in a final product that is better and easier to implement;

Creating a sense of ownership: Being part of the process creates a sense of ownership for the plans and increases citizen responsibility for the implementation of a development plan’s goals and objectives;

Building mutual trust between citizens and decision-makers: Public participation in the planning process provides transparency and gives legitimacy to decision-making. This reduces potential conflicts during the implementation of the proposed solutions;

Provision of funding: Local governments do not always have sufficient funds to implement the goals and objectives of spatial planning documents. Local residents may provide additional resources to finance the implementation of plans. On the other hand, projects developed with public participation are more likely to be implemented and are higher ranked by donors for funding.

Knowing and understanding the local context: Local residents are undoubtedly the best source of knowledge for needs relating to their surrounding environment. Handling with care community needs and integrating their demands in plans helps the drafting of the planning documents that will meet community needs.

Besides the benefits, public participation in the planning process has also demands that must be considered:

- **Public participation takes time and has costs:** Any activity of public consultation requires public notification, organization arrangements, preparation of working materials and presentations. All these actions require time, additional commitment of human resources and budget which is often perceived by the authorities as factor of slowing down the decision-making process;
- **Public participation requires courage and political will of decision-makers:** Decision-makers should be accountable to the public regarding all developments and provide explanations whenever necessary. In case of possible failures, they need to be courageous in dealing with citizens;
- **Public participation requires equal representation** - Responsible authorities for spatial planning should ensure that the interests of all parties are addressed and that all parties are treated equally and with respect;
- **Verification of information** – During the participation process, the public may provide opinions based on inaccurate information, so any data obtained from them should be assessed carefully.

For decision makers, it is easier to start the planning process without public participation, so that they can decide on their own about spatial plans. By following this path, they may not be able to judge whether the decisions are accepted by the community. Potential resistance towards these decisions would slow their implementation or could completely stop planned developments. There would not be any benefit of the stages of the planning process during the implementation phase. Therefore, spatial planning with public participation has become a dominant standard. Although a longer preparation period is needed, long-term benefits far outweigh the invested resources.

1.3. Who leads the process of public participation in spatial planning?

The process of public participation in spatial planning should be guided by the municipal authority responsible for spatial planning and management, strongly supported by decision-making bodies (the Mayor, the Municipal Assembly, the Board of Directors), as well as staff involved in public relations for e.g. information officers.

Citizens also have their responsibilities, such as willingness to contribute to the planning processes and a positive approach toward expressing their thoughts and ideas clearly and enable a constructive cooperation.

Spatial planning municipal authorities should be ready to encourage, manage and educate citizens regarding these responsibilities. They have to be more open to greater public involvement and facilitate community empowerment.

1.4. When is public participation implemented in spatial planning?

Public participation should happen continuously during all phases of the spatial planning process, but not necessarily in each activity within the phases. The level and appropriate technique/method of public participation is determined by the purpose of participation in each of the planning phases. As a general rule, the public should be involved when participation goals needs to be met.

The goals of public participation in the planning stages are:

Information- the public should be informed on the planning activities and participation before participation happens;

Education- preparing and training the public to participate productively and effectively in the planning process;

Input - planners need to meet or verify factual information through the experiences, attitudes or practical views of the public;

Decision-making – the willingness of the public to contribute in decision-making before they accept the proposed planning development or the plan;

Source: Taken and adapted from “Crafting an Effective Plan for Public Participation” (2004)

Chapter II:

Principles of Public Participation in the Planning Processes

Participatory planning is a process that seeks to involve key stakeholders in order to provide information, cooperation and gain their commitment to contribute to the planning processes. Public participation in spatial planning is built on basic principles of good governance that include:

- Inclusiveness
- Transparency and information
- Accessibility
- Responsibility
- Equality and diversity
- Flexibility and adaptability

2.1 Inclusiveness

The principle of inclusiveness means that each individual or stakeholder regardless of age, gender, race, nationality etc. has the right to participate in planning processes taking place in their municipality/settlement or neighborhood.

The main aim of this principle is to bring together all key groups of stakeholders (citizens, business community, representatives of civil society, local and central government officials and representatives of vulnerable groups, etc.) by providing the opportunity to express their concerns, opinions and views and contribute on spatial development in their municipality.

Municipal authorities responsible for spatial planning and management should apply creative methods to encourage public participation and use adequate techniques for each of the planning phase. The details on these techniques are described in chapter 3.

Practical hints:

1. Make sure that public participation in spatial planning processes include wide range, balanced and diverse stakeholders;
2. Make sure that the groups are given the opportunity to express their concerns, interests and that potential conflicts are addressed and offered support on solution;
3. Use different forms of engagement to ensure proper involvement of stakeholders;
4. Also consider subsidizing the participation for any particular interest group. This may include travel costs or organization of transport;

Source: From the project practices: "Promotion of active public participation in spatial planning at the local level".



Photo 1: Representatives of the municipality, central government, the business community, various groups of civil society, professionals and experts discussing the challenges of implementing Urban Regulatory Plans in the municipality of Pristina. The results from these workshops will be used during the drafting of the Municipal Zoning Map.



Photo 2: Representatives of Community Advisory Group, central and local government and citizens discussing the future vision of the municipality during the visioning workshop in the process of revising the MDP, Vushtrri.

2.2 Transparency and information

Transparency in the full sense of the word means “exchange information and acting openly “. It means that the planning process should be transparent, open to everyone and ensure that information about decision making process and supporting information for the plan are publicly available for review and comment.



Photo 3: Reporting to the national media about public participation activities in the municipality of Pristina

The municipal authority responsible for spatial planning and management is obliged to undertake an information campaign to ensure and encourage public participation in the drafting and implementation of planning documents by using consistent and appropriate communication channels.

This also means that decision-makers are open to learn from different stakeholders, consider their ideas, and provide answers on how their ideas are reflected in spatial plans. Application of this principle in practice has a great effect on public understanding and awareness on the importance of their participation in the planning process. It enables the creation of dialogue and trust between the parties, provides better solutions, avoids double agendas or suspicions between the parties and avoids conflict situations where certain parties can only defend their own interests and are not cooperative in finding a compromise.

Practical hints:

- Use social media (Facebook, Twitter) electronic portals to transfer information as quickly and as efficiently as possible.
- For meetings with focus groups and representatives of local and central institutions, representatives of public companies etc. use the official form of information through printed or electronic individual invitations by email or phone.
- Inform in time participants so that they can adapt their agendas;
- Provide materials in advance so that they are prepared to contribute in meetings;
- Communicate in non-technical language with citizens;
- Make sure that presentations to the public are understood by each participant or stakeholder;
- Keep participants informed continuously and clearly about the development of planning processes and about municipal plans;
- Provide stakeholders and public in general access to planning documents through the municipal webpage, organization of public meetings, etc.;
- Plan in time the cost related to public information;
- Where public participation in spatial planning activities appears to be low, it is important to explore different techniques for information in order to increase participation. Drafting small invitations (A6 format) and distributing them in the most frequent shops of the neighborhood (butchers, supermarkets, bakeries, etc.) has resulted in the increased number of citizens in public meetings.

Source: From the project practices “Promotion of active public participation in spatial planning at the local level”.

2.3 Accessibility

Accessibility means providing participants possibilities to access all public participation activities of spatial planning that takes place in their municipality/settlement or neighborhood. This primarily has to do with the fact that no participant is excluded from public activities because of lack of physical access to meeting places, timing or language barriers.

Municipal authorities responsible for spatial planning and management should make efforts that these conditions are ensured when planning for public participation activities. Special attention should be given to the vulnerable groups and people with special needs.

Barriers that may hinder the access of public to participate in spatial planning activities include:

- **Financial:** certain stakeholders may not have money for travelling to participate in various meetings;
- **Time:** The time appointed for meetings may not be appropriate for the participation of stakeholders in spatial planning processes in the municipality;
- **Access to location:** public or specific stakeholders can live in remote and hardly accessible locations.
- **Access to information:** the public or specific stakeholders may not have adequate access to information for spatial planning processes.
- **Language:** Public or specific stakeholder groups may not understand technical terminology that is used in public participatory activities and they may also belong to different ethnic groups.

Good practices

- The use of public buildings for meetings: schools, restaurant halls and environments that are easily accessible on foot but also by public transport and are comfortable for all stakeholders has shown positive effect on the process of public participation;
- Meetings in cultural heritage buildings (where possible), encourages the commitment of participants and creates a sense of affiliation (e.g. holding the visioning workshop and thematic meeting on cultural heritage in the Vushtrri Castle);
- Meetings in areas with no physical barriers has enabled the participation of the elderly, people with special needs etc.;
- Cooperation with the business community and school authorities in the respective neighborhood has reduced the cost of public participation (e.g. in the municipality of Pristina most of the workshops were organized in hotels and schools' facilities free of charge);
- Planning of meetings with the public or stakeholders in the schedule that suits them has enabled greater participation;
- Door-to-door informing of residents for upcoming public participation activities in their neighborhood has given positive results;
- Organization of transport for persons with special needs and citizens who do not have access to public transport and vehicles has also resulted in greater participation of the public;
- Information materials provided in easy understandable, and in respective community languages;
- Communication possibilities through electronic forms (webpage, live radio and television debates and news and other forms), taking the opinions through direct contact (door-to-door), etc.

Source: From the project practices "The promotion of active public participation in spatial planning at the local level".



Photo 4: Contacts door-to-door with citizens (picture on the left) and in the working place (picture on the right)



Photo 5: Holding the meeting in the gymnasium of the school (picture on the left) and restaurant (picture on the right)



Photo 6: Presentation of spatial development scenarios in the hall of the Municipal Assembly of Vushtrri (picture on the left) and meeting with youth in the School of Competence in Malisheva (picture on the right)

2.4 Accountability

Accountability means the responsibility and the ability to provide explanation and justification for the choices and decisions taken on spatial developments in the municipality. This principle first of all has to do with the building of mutual trust between citizens and municipal authorities. Municipal spatial planning authorities are obliged to account how the inputs received by the citizens through public participation process, are being used.

Decision-makers should note that it is necessary for citizens to know that their contribution is valued and will be strongly considered in municipal decision-making processes in spatial planning. During all the process of public participation, notes and the minutes are kept regularly and results are communicated and made public.

Good practices

The participation of decision-makers in public meetings, listening closely the problems of citizens and confirming that they will be addressed in the spatial planning documents will result in increased credibility among decision-makers and citizens. Director of a municipal urban planning department has attended all public meetings on spatial planning activities related to preparations for drafting Municipal Zoning Map. Director's attendance at these meetings has proved to increase the trust of the citizens towards the municipality, and to clarify or answer any emerging issue that needs a response from a municipal decision-maker. By attending public meetings, director of a municipal urban planning department ensures that municipality is taking necessary actions to increase the collaboration between citizens and department of urban planning and hence be accountable for its development policies.

Source: From the project practices "The promotion of active public participation in spatial planning at the local level" in Peja municipality.

2.5 Equality and diversity

In public participation in the activities of spatial planning, it is important to understand from the beginning the equal right of all individuals or community groups regardless of race, sex, religion, nationality, age, etc. to participate in spatial planning activities. Gender equality, aspects of minority and persons with special needs, youngsters, women, children, the elderly, etc. should be addressed with care and sensitivity.

When it comes to diversity, the first thing that comes to mind are the aspects related to gender, race, nationality and age. But in the process of spatial planning, the need for diversity includes a wider range than the aforementioned groups. And it has to do with differences associated with social status within the community, the differences related to the territorial aspect (geographic location), the differences in the economic welfare, political affiliations, work experience, etc. These differences should be allowed to emerge and, where appropriate, planning authorities should look for ways to find a consensus.

Municipal authorities responsible for spatial planning and management must reflect impartiality and ensure that all target groups are treated equally and that their concerns are seriously addressed.

Practical hints:

- Ensure that certain stakeholders are represented in public meetings and particularly in the representation mechanisms such as the Community Advisory Group (CAG). For more information about CAG, see Chapter III;
- Provide different ethnic groups opportunities for participation and expression of opinions in their own language. Provide adequate interpretation during meetings;
- Listen carefully to the needs and concerns of vulnerable groups;
- Arrange special meetings with such groups, if necessary (e.g. meetings of the involvement of women in the discussion of development scenarios in the process of revising the MDP of Vushtrri, consultative meeting with youngsters of the villages of Malisheva in which they set the requirements and offered ideas on solving them in the MDP);
- Ensure that each participant in public meetings gets the appropriate answer.

Source: From the project practices "Promotion of active public participation in spatial planning at the local level".

2.5 Flexibility and adaptability

Allowing flexibility and adaptability means to be able to create opportunities for altering the participatory process in order to enhance its quality. During the contacts with interested parties, it is likely that new information and unanticipated circumstances will surface. It may be needed to re organize some activities in order to adapt to the new conditions. Also flexibility in terms of changing and adapting the extent, timing, and methodology of public participation activities might be required to suit the new circumstances and facilitate maximum public participation. Early planning will allow more flexibility with timing and will help planners to be prepared in advance for any public participation activity.

Good practices

- Be prepared with additional options for the engagement of stakeholders as circumstances can change, so it may be necessary to adapt the working methodology, techniques of participation but also changes in terms of time and technical- logistics aspect;
- Consider unique values of the local context to adapt and find the right methods of public participation for that site/settlement;

Source: From the project practices "Promotion of active public participation in spatial planning at the local level".

Chapter III:

Public Participation Plan in the Processes of Spatial Planning at the Local Level

Public participation plan (PPP) should be drafted in the early stages of the drafting of the spatial planning documents. PPP should contain all public participation activities with appropriate techniques and methods for stakeholders' engagements in each of planning and implementation phase.

The PPP should take into account also the context of the municipality and the type of spatial planning document. During drafting of the public participation plan, one should consider the degree of the influence, sensitivity of the affected settlement/neighborhood and the character of the community that may be affected by the proposed development in the planning document. It is therefore important that when designing the PPP, municipal spatial planning authorities cooperate with local NGOs and other parties involved in the process.

PPP preparation process includes the following steps:

3.1. Step 1: Preparations for public participation in the planning activities

In this phase, the foundation for the successful progress and achievement of desired outcomes of the public participation process are set. In practice, this stage usually takes one to two months and includes the following:

- The organization of work
- Building partnership

3.1.1. The organization of work

This step includes all preparatory activities to be taken for organizing public participation in any process of spatial planning that takes place in the municipality such as:

- the assignment of the project leader and the working group by the municipality;
- the designation of financial and human resources inside and outside the municipality (if the relevant project is assisted by any eventual donor); and
- defining each person's role and responsibilities.

3.1.2. Building partnership

Public participation in spatial planning processes has also to do with building partnership between the municipality, local NGOs or community-based organizations, as well as partnership with other municipalities, central institutions and the private sector.

Cooperation with civil society organizations: The reason for building partnership with local civil society and community-based organizations is because these organizations are most familiar with the local context and can help to identify and interact with specific interest groups. At the same time, they can serve as a bridge to communicate with the community and ease the access to them.

Good practices

The Municipality of Malisheva engaged local youth NGOs to mobilize youth in the municipality to provide input for the Municipal Development Plan. Activities of logistic support such as distributing invitations, setting up the venue but also engagement in information dissemination to maximize youth attendance to the planned consultation events, insuring gender equal participation and of the ones with special needs, are some of the voluntary works that youngsters (members of the Council of Local Youth Action - CLYA), the Youth Center, the Advocacy and Diplomacy Center and the youth representative of HANDIKOS organization have provided for the MDP public participation activities. In addition to being able to contribute to the strategic plan for their communities, these young people became more aware of the planning process.

Source: From the project practices: "Promotion of active public participation in spatial planning at the local level"



Photo 7: Youngsters of rural areas and the city of Malisheva discuss the Municipal Development Plan

3.2. Step 2: The identification of stakeholders

A stakeholder means an individual, group, institution or entity which has direct or indirect impact in the planning process or can be affected from the planned development. In the terminology, this term has the synonym “Actor” or “Group of interest”. There are four primary groups who will have a stake in decisions made by local government:

- City council,
- The staff administration,
- Community association (organized community groups, non-governmental organizations, etc.) and special interest groups (public utility companies, business community and investors, professional association, etc.) and
- General public.

A useful technique for stakeholder identification is Stakeholder Mapping. In practice, this step involves an analysis to identify actors that include groups or entities that have a small or large interest and are more or less impacted by spatial developments in the municipality/settlement or neighborhoods, classified by the following categories:

- Stakeholders mostly impacted by the planned spatial developments in the municipality (households, businesses, land owners, etc.);
- Stakeholders that affect implementation of the planning activities (politicians, investors, etc.);
- Stakeholders who can contribute with expertise or information (NGOs, community based organizations, organized business and professionals communities, media representatives, etc.).

This analysis should be done together with partners involved in the process.

Practical hints

During the compilation of the list of stakeholders, ensure that:

- You have identified the most important stakeholders;
- Their role, responsibility and interest is clearly understood and defined;
- Conflicts between different stakeholders have been identified;
- Groups that have been already established are considered, such as: the representative of urban neighbourhoods, village councils, businesses, youth, religious communities etc.;
- Consideration was also given to the representatives of groups who are not usually involved or are neglected.
- Make efforts to include a wide range of representatives of citizens (women, retired, minorities, youth, etc.).

Source: From the project practices: “Promotion of active public participation in spatial planning at the local level”.

3.3. Step 3: The establishment of the Community Advisory Group

Establishing a participatory body to represent the community throughout the planning activities is important for the continuity and sustainability of public participation activities in all planning phases. Community Advisory Group (CAG) is one of the most useful mechanisms of public representation. The group usually consists of a considerable number of community volunteers who represent different interests, views or field of expertise within the community.

CAG is an independent citizens’ representation body who must not be political. Although CAG is not decision making body, it has significant impact in development of the planning processes.

Any barriers that may affect the work of a CAG should be identified from the beginning and addressed appropriately. They may include: the lack of funding for compensation of CAGs’ members, geographical barriers for some of CAG members to participate in meetings, the lack of logistical and organization expenses of the meetings, etc.

Good practices for the functioning of the CAG were developed in several municipalities, where CAGs have served as a bridge to facilitate the dialogue between the community and the spatial planning municipal authorities.

The role and responsibilities of the Community Advisory Group

- To contribute in raising the quality and involvement of civil society and community in planning processes taking place in the municipality;
- To influence building of public consensus on spatial planning issues prior to decision making by the municipality;
- To ensure transparent public participation process in spatial planning;
- To provide professional advice on specific spatial planning issues, plans or other strategic documents of the municipality;
- To propose solutions, measures and recommendations for spatial planning;
- To propose solutions and recommendations for an efficient spatial planning management etc.

Good practices of CAG functioning

When planning for revitalization of the Grand Bazaar, the Department of Urban Planning and Environmental Protection (DUPEP) in Gjakova municipality established a Community Advisory Group (CAG) as a mechanism to encourage inclusive and sustainable public participation in the drafting process. CAG was composed of representatives of various community groups from the plan area and representatives of relevant institutions (15 persons), who have been identified in collaboration with a local NGO. The main aim of the CAG was to create an open and effective communication between citizens, businesses, local residents, community organizations and relevant institutions with the municipal government. During its work, the CAG provided valuable input to the local government regarding the priorities of the community related to redevelopment of the Old Bazaar.

Organizing the community and stakeholders from the Bazaar area in a mechanism like the CAG has contributed directly in drafting a strategy, which has harmonized and integrated the needs and interests of all participants. The work during CAG meetings and their information with the methodology and strategic planning techniques has contributed to the empowerment of the community to actively participate in spatial planning processes. The CAG's commitment during the process has encouraged the initiation of the next cooperation of CAG with DUPEP to actively participate in the process of drafting the Detailed Regulatory Plan of the Bazaar area, recently initiated by the municipality.

Source: From the project practices: "The promotion of active public participation in spatial planning at the local level".



Photo 8: In the establishment meeting, the Community Advisory Group members state that are satisfied with the project initiative and pledge for commitment in the implementation of project activities meetings in the municipality of Gjakova



Photo 9: The Community Advisory Groups' meetings in the municipality of Pristina

3.4. Step 4: Development of an action plan for public participation (PPP) in the process of spatial planning

Developing an action plan for public participation requires defining the following points:

- a) activities that require public participation and tasks to be performed within the activity;
- b) community/target group;
- c) the definition of expected results from each activity;
- d) the identification of the approach, level and techniques of public participation within the activity;
- e) setting the date, location, and duration of public participation activity;
- f) the identification of the institution or individual responsible for the participation activity;
- g) projected cost of each activity; and
- h) the source of funds for the implementation of the activity.

- **Activities and tasks:** Activities of public participation derive from the work plan of spatial planning document, which can be the Municipal Development Plan, Municipal Zoning Map, Detailed Regulatory Plan, urban design projects or other projects related to the field of spatial planning in the municipality (see example in Table 1).
- **Target groups:** For each activity of public participation should be identified the targeted group of people and their roles by analyzing:
 - Which groups should be involved?
 - What kind of contribution is expected from different target groups or individuals?

- What is the envisaged interest of the group in the proposed developments of the plan?
- **Expected outcomes:** This relates to the identification of the expected outcomes from each task specified by the PPP. Expected outcomes are determined based on the level of public participation applied in the respective development phase of the planning document. Depending on this the expected outcomes may include:
 - the establishment of the focus groups or the Community Advisory Group,
 - obtaining information from the public and consulting regarding specific issues,
 - awareness raising on planning processes, and
 - consensus on identified issues, vision, goals and objectives, strategic priorities etc.
- **The level and public participation techniques:** Within the PPP, this part has to do with defining the level of public participation in each of spatial planning activities and public participation techniques. Methods and techniques should be adapted to the specific context of participation activity and be appropriate for the subject. For each level of participation, adequate methods and techniques are used (see further analysis in Step 5: The implementation of PPP).
- **The date, location and duration:** Realistic dates for completing a task should be scheduled and the location selected for the event. A participatory process should be harmonized with the activities and timelines of the planning phases. On the other hand, being more optimistic than needed when assessing the timelines, especially when there is pressure in the planning process, is normal but it should not be allowed to let the eventual delays impact the final result.
- **The responsible person and other involved:** Identify the persons responsible for each public participation activity. Besides responsible person, also identify others (e.g. government officials, elected members, community organizations, NGOs, etc.) who will be involved in each task of PPP.
- **The needed resources:** Identify human resources, necessary materials, and equipment involved in performing the task.
- **The cost and source of funding:** Determine the cost for each task.

For more information see the example given in Table 1 of the development public participation plan in drafting the strategy for revitalization of Historic Urban area-“The framework for the regeneration of the Grand Bazaar (GB) of Gjakova”.

Table 1: DETAILED ACTION PLAN FOR PUBLIC PARTICIPATION IN DRAFTING THE “FRAMEWORK FOR THE REGENERATION OF THE GREAT BAZAAR (GB) IN GJAKOVA”

THE ACTION PLAN FOR THE PUBLIC PARTICIPATION IN THE PROCESS OF DRAFTING THE DOCUMENT											
PHASES	TASKS	ACTIVITY OF PUBLIC PARTICIPATION	TARGET GROUPS	EXPECTED RESULTS	PARTICIPATION LEVEL	PARTICIPATION TECHNIQUES	DATE / PLACE / VENUE	DURATION	RESPONSIBLE	BUDGET RESOURCE	
PREPARATORY PHASE	The identification of key stakeholders in the establishment of the Working Group for GB and CAG Design the action plan Define stakeholders roles and responsibilities CAG set up	Direct contact with project stakeholders Direct mail/invitations to solicit WG and CAG participants	DUPEP	The working group for GB is established	N/A		January/ February 2015	N/A	DUPEP/PM ChWB/PC	N/A	
		CAG meeting: information regarding the project and PPP; Provision of basic information about the process of SP, legislation and public participation Media announcement	Community Advisory Group (CAG) GB stakeholders, general community, public	Participants take part in the process and CAG- Obtain information that may be useful for the planning process or proposal of persons to be included in the process; Basic knowledge of the planning process and public participation Awareness about the commencement of drafting the document	Information/Awareness Raising	Establishing meeting with CAG (Presentation and informal discussion)	03.02.2015 Gjakova Innovative Centre (IJC)	% of the day	DUPEP/PM ChWB/PC	Meeting costs (venue, refreshments,.)	ChWB Project/Chemonics
PROFILE AND ASSESSMENT OF THE EXISTING SITUATION	Workshop 1. Getting familiar with project activities, timelines and expected results. Discussion of the needs, scope and content of the document / discussion of the GB history and development Workshop 2. SWOT: Analysis and interpretation of data; identification of key issues	Information and feedback regarding the Workshop 2 outcomes; Presentation and feedback on PPP Distribution of the agreed PPP	Community Advisory Group (CAG) Municipality Community at large	CAG is informed on the Workshop 2 outcomes; Confirmation and/or amendment of the identified issues - Basic knowledge of SWOT analysis - CAB informed with draft PPP - Confirmation, and/or feedback on draft PPP	Information/ Consultation/ Awareness Raising	Meeting with CAG (Presentation, brainstorming)	06.03.2015 Gjakova (Hani Haraqise)	% of the day	DUPEP-PM ChWB-PC	Printing costs; Meeting costs (venue, refreshments,.)	ChWB Project/Chemonics
		Information and feedback regarding the Workshop 1 outcomes	GB stakeholders, general community, public Community Advisory Group (CAG)	CAG is informed with the results of the Workshop 1 and confirmation of the raised issues	Information/ Consultation	Municipal website, local media Electronic and hard copy distribution of the WSH report	06.02.2015	N/A	Municipal information office HWB-PC, NGO	N/A	ChWB Project/Chemonics
VISIONING	Workshop 3. Vision, key objectives	Information and feedback regarding the Workshop 2 outcomes; Presentation and feedback on PPP Distribution of the agreed PPP	Community Advisory Group (CAG) Municipality Community at large	CAG is informed on the Workshop 2 outcomes; Confirmation and/or amendment of the identified issues - Basic knowledge of SWOT analysis - CAB informed with draft PPP - Confirmation, and/or feedback on draft PPP	Information/ Consultation/ Awareness Raising	Meeting with CAG (Presentation, brainstorming)	06.03.2015 Gjakova (Hani Haraqise)	% of the day	DUPEP-PM ChWB-PC	Printing costs; Meeting costs (venue, refreshments,.)	ChWB Project/Chemonics
		Joint workshop of CAG and Working Group of GB	CAG, Working Group	The vision and goals for the regeneration of the Grand Bazaar are agreed	Information/Awareness Raising	Municipal website, local media Dissemination of PPP in hardcopy	16.17.03.2015	2 day	ChWB, NGO	Printing costs	ChWB Project/Chemonics
DRAFTING OF THE STRATEGIC FRAMEWORK	Workshop 4. Setting objectives; Identify needs, measures, actions Workshop 5. Priorities, resources and timelines	Joint workshop of CAG and Working Group	GB Stakeholders, general community, public Community Advisory Group (CAG)	Awareness regarding the development of the drafting process for Grand Bazaar regeneration CAG is informed on Workshop 4 outcomes and confirmation of the raised issues	Information/Awareness Raising	Municipal website, local media Meeting with CAG (Presentation, brainstorming)	Third week of March 2015 Second week of April 2015	N/A % of the day	Municipal information office DUPEP/PM ChWB-PC	Meeting costs (venue, refreshments,.) N/A	ChWB Project/Chemonics
		Provide draft document for review/comments; information and feedback on the draft document Presentation of the completed document	CAG, Working Group for Grand Bazaar	Define priorities, resources and timeline	Consultation/ Collaboration	Workshop	First week of May 2015	1 day	DUPEP/PM ChWB-PC	Meeting costs (venue, refreshments,.) Printing costs	ChWB Project/Chemonics
FINALIZING THE DOCUMENT	Presentation of the draft document; Complete the draft with possible recommendations; Finalize the document	Information and feedback regarding the Workshop 4 outcomes	CAG, Working Group for Grand Bazaar	The draft document is reviewed by the CAG and the Working Group for the Grand Bazaar	Information/ Consultation	Electronic and hard copy distribution of the draft document	Second week of May 2015	5 days	DUPEP/PM ChWB-PC NGO	Printing costs	ChWB Project/Chemonics
		Post the draft document on the municipal website; distribution of leaflets (a brief summary of the document); TV debate	GB stakeholders, general community, public GB stakeholders and community, general public	Public is informed with the aim and content of the document Public is informed with the aim and content of the document	Information/Awareness Raising	Public meeting Municipal website, local media	Third week of May 2015 Assembly hall	% of the day N/A - 5 days - 1 hour	DUPEP/PM Municipal information office; ChWB-PC NGO	N/A Design, layout and printing cost for leaflets	ChWB Project/Chemonics

3.5. Step 5: The application of Public Participation Plan

3.5.1. Public participation levels and techniques

During the PPP drafting, the implementation of public participation activities in spatial planning should clearly define the levels of public participation and propose the appropriate techniques and methods. The level of public participation will determine the activities and techniques used throughout the process. Likewise, it will affect timing and resource requirements, as well as the benefits achieved from the public participation plan.

The level of public participation also determines how much opportunity the public will have to provide input into the process of drafting and outcomes. For example, it determines whether the stakeholders will have an opportunity to work jointly with municipal planning authority on an advisory committee or similar to develop recommendations, or if they will only have an opportunity to provide comments on a final public review presentation.

Public participation level is determined depending on the participation goal for each phase of the drafting of spatial planning document or proposed planning developments, starting from the lowest (informing, consultation) up to the highest level of participation (dialogue, partnership and empowerment).

A key element of meaningful public participation is determining “appropriate levels of participation”. A public participation process should provide for levels of participation that are corresponding with the level of public interest in the respective spatial planning document.

Informing- is the minimum step that a municipality must do in order to ensure the success of any action, whether planning or other actions. At this level, public participation is limited to the receipt of the information.

With advancement of participation at the “Consultation” level, the role of the public is not passive anymore. At this level, municipal representatives besides “informing” the public seek and collect their feedback/opinions through public meetings, discussions and field surveys.

At the higher participation levels of “Dialogue” and “Partnership”, the public is an active part of the process participating in identification of alternatives and formulating solutions. Ultimately, when the highest participation level “Empowerment” is achieved, the public gains the power to make decisions on solutions and their implementation.

As pictured below, each level of public participation has a corresponding increase of level of opportunity for public input to influence or impact the spatial planning process.

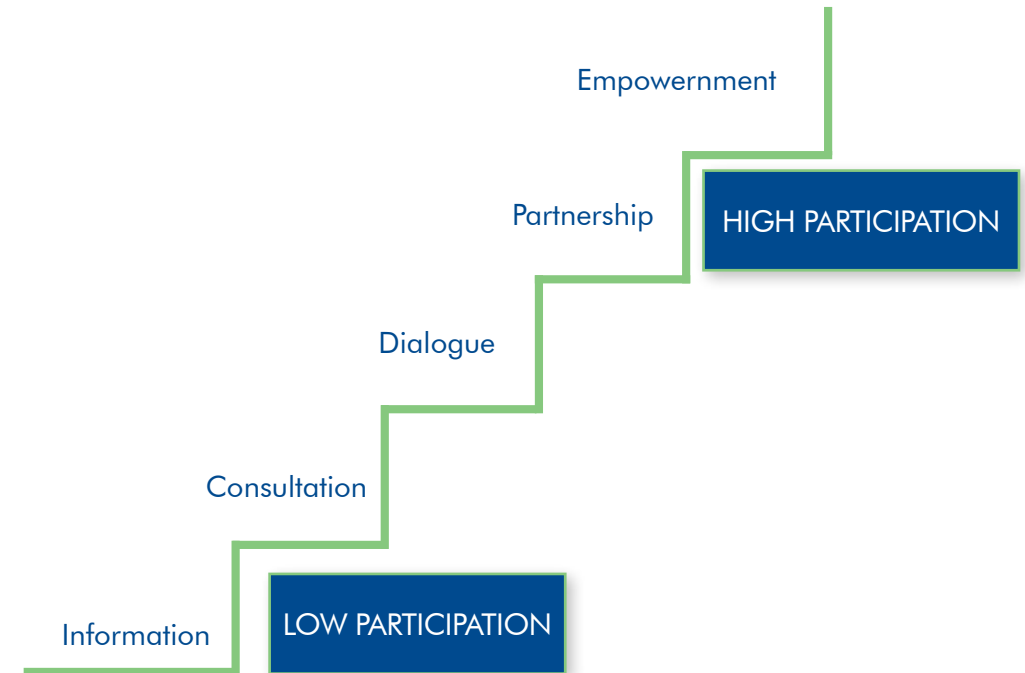


Figure 1: The levels of public participation

For the implementation of PPP activities, a variety of participation techniques can be used. They can be used separately or in combination with each other. Their selection depends on the level of participation, always bearing in mind that the techniques selected should be oriented toward reaching the public participation goals. See examples provided in table 2, 3 and 4 regarding the use of public participation levels and techniques in spatial planning documents.

The success of PPP implementation has to do with knowledge and skills that the individuals/group leading the process must have to appropriately use the participatory techniques. This refers primarily to the responsible municipal staff, companies drafting the plans and/ or organizations that are committed to facilitating the process of public participation.

3.5.1.1. Informing

Informing is a public participation level aiming to keep informed public on the status of the spatial planning document. It has to do with the one-way channel of information by local authorities to the citizens. The municipal authority responsible for spatial planning and management applies this level of public participation also to raise public awareness on particular issue about spatial planning.

Goals at the “Informing” level can range from providing information to chosen stakeholders or interested parties on basis of request, or on regular basis by making information available to the general public to create awareness of the process, raised issues and offered alternatives and solutions through planning documents.

It would not be possible for the public to participate in a meaningful way without ensuring adequate information sharing; therefore the informing level underpins every other step in the public participation process.

Attention should be given to that the information is given in comprehensive manner and disaggregated according to gender, race, age, ethnicity, social aspects of the community, etc.

In particular it is important that the information is expressed in a clear and easily understandable language for the citizens and to stick to the facts and provide balanced and objective information.

General hints

- Clearly define the stakeholders you want to inform and how they most easily access information.
- The information provided must be clear and understandable for the target audience.
- The information should be of high quality, consistent and provided on time.

For the level of participation Information the most useful techniques and methods are: Public announcements or notifications which may be in a form of publications, press releases, brochures, leaflets developed for different planning phases, posters, SMS texting; printed announcements or the ones made on the web-site of the municipality and electronic media and social networks, public exhibition of plans during the public hearing etc.



Under the legislation in force, the municipal authority responsible for spatial planning is obliged to inform the public about the activities during the process of spatial planning (e.g. for presentations, public discussions during every stage of planning and public review), and at least eight days before opening the public review of spatial plans. The public notice shall also be published in at least three daily newspapers, public and private televisions and as well on the municipal website.

The practices of applying different techniques of public information during planning processes in the municipalities of Kosovo are illustrated below.



Photo 10: The municipality through the website informs citizens about the results of stakeholder participation in the drafting of the Framework for the regeneration of the Grand Bazaar in the city of Gjakova.

Debate with citizens - July 9, 2015

The Department of Urban Planning and Environmental Protection (DUPEP) in collaboration with the non-governmental organization Cultural Heritage without Borders (CHwB) is pleased to invite you to be part of the meeting for the discussion of the development scenarios in the process of revising the MDP (Municipal Development Plan of Vushtrri).

DUPEP is committed to work closely with all stakeholders in the process of revising the MDP, aiming that this cooperation is reflected in the spatial planning document - MDP. The inclusion of citizens in this process is being supported by CHwB through the project "Promoting active participation in spatial planning at the local level", which is funded by the project "Partnership for Development" of USAID.

The purpose of this meeting is that within the definition of development concepts (as a drafting stage/ revision of MDP) to discuss the development scenarios in order to conclude at the end of the meeting with the scenario acceptable by all.

Your participation in this public meeting will allow you to be active in expressing your thoughts and comments on the development scenarios by impacting directly on spatial planning and contributing to the improvement of life in your municipality.

Location: Municipal Assembly of Vushtrri

Date: 15.07.2015 (Wednesday)

Time: 11:00 – 13:30



Photo 11: The municipality of Vushtrri, through public announcement and website informs and invites the citizens to participate in the debate on particular topic of the MDP.



Photo 12: The director of planning directorate in Peja uses Facebook posting to inform and invites citizens to participate on the activities that the municipality is undertaking on planning activities.



Photo 13: Various media (local and national television) and printed media inform the public about the activities of spatial planning in the municipality



3.5.1.2. Consultation



Consultation is a way of gathering and analyzing feedback from the public to be considered during the decision making process. This type of communication is used when municipal authorities want to receive comments, contributions or suggestions from various stakeholders, including community representatives, regarding spatial plans in the municipality or certain developments associated with this scope of activities, or to encourage public debate related to the changes

made in plans or spatial development process after the completion of consultation.

The initiative and the definition of the topic emanates from the public authorities and not from interest groups / representatives of civil society or community.

The public consultation can be: Formative and Verifying. It depends on activities or the development phase of the spatial planning in the municipality.

Formative consultation is public consultation which takes place in the early stages of drafting the MDP, MZM or DRP. Such consultation that usually take place in a form of interviews and focus groups (see more in the paragraph on the techniques) is used to identify the problems or challenges in spatial planning faced by citizens, getting ideas for dealing with the problems, to understand the consequences that may arise from the identified problems, etc. Since it is held in the early stages, this kind of consultation impacts the establishment of trust between citizens and the municipality by making citizens or stakeholders to feel part of the process of drafting the spatial planning documents.

Verifying consultation is public consultation which takes place in the later stages of the development of spatial planning documents and aims to verify solutions/ proposals/ projects of plans, drafted by the responsible authority or the contracting company. Through these consultations, citizens are informed about the planning proposals and they can reveal their opinions, aspirations or concerns related to the possible problems and unwanted effects that may be generated during the implementation of spatial planning documents. It is important for the authorities because through these consultations, they assess the public reaction for the proposals of the plan which helps in making the right decisions. For the public it is very important to be informed about how their views have influenced the decisions taken in order to own these decisions.

General hints

- Make clear the purpose of consultation and what you want to understand from the public (get the comments about policies or plans, identify challenges or priorities, determine priority projects, ...)
- Determine carefully the community groups and stakeholders that should be consulted and select the most appropriate methods to access them and get their feedback.
- Make sure that the public is provided proper information and enough time to express its views.
- Inform the public about the results of consultations. Explain how the public views are reflected in the decisions made and give reasons if they are not taken into account.
- Present the information clearly and understandable to the public.

For the level of participation Consultation, the most commonly used techniques and methods for public consultation are:

- Survey is a research method for collecting information useful in cases when municipal authority gathers data, analyze it and make the results public. Surveys are used to discover facts and opinions of a large group such as the entire population of a municipality or a significant population group. Survey can be conducted through standardized questionnaires or interviews:

- face-to-face interviews
- telephone interviews
- paper questionnaires
- online questionnaires
- combination of these methods

While many people think of a questionnaire as the “survey”, the questionnaire is just one part of the survey process.

- Interviews and questionnaires are techniques which are used to identify problems and take directly community opinion in terms of spatial planning processes in their neighborhood/settlement and municipality. These techniques are not only used to generate data, but at the same time, to provide reliable and qualitative information of the existing conditions in the community, address their needs and prioritize the issues. For more information on interviewing and questionnaire refer to Annex 3 and Annex 4.

- Public meetings with residents- are the most flexible and informal forum for information exchange between municipal authorities and citizens of a respective neighborhood or settlement. This technique is used in cases when municipal

authorities want to discuss a problem and possible solutions with citizens, to inform them about a proposal of a plan and to provide them the opportunity for discussion and exchange of views, to explain options and answers questions about the plans etc. Public meetings are encouraged as opportunities for informal communication between municipal authority and residents who may be affected by development proposals. Although all issues may not be resolved, these meetings allows for early citizen input and discussion.

A public meeting can be quite small, for e.g. one municipal official and just few citizens, or quite large with tens or hundreds of citizens. Public meetings provide an opportunity for participation and consultation with citizens who are not part of any of civil society organization and often are left out of formal consultation process. This may include representatives of neighborhoods or village councils, citizens of a neighborhood etc.

These meetings must be well organized and managed carefully.

Practical hints

To have a successful public meeting with residents of a neighbourhood proceed as follows:

- a)** Identify one or more discussion leaders who will help to guide the discussion in a facilitative and positive way, so that all comments are heard, acknowledged, and responded to with respect and so that no one person dominates or pulls the discussion in a negative direction. Expect that people will have complaints and that not every comment will be positive, but the discussion leader should acknowledge even negative comments and try to help find a way to guide the group to work to solve the problem and ensure that the discussion remains productive.
- b)** For public meetings the invitees need to have prior information on the issue to be discussed. It may be difficult to distribute detailed information, but try to prepare a very short summary of the key information, which can then be described in more detail in media coverage, Facebook, posters, etc.
- c)** Prepare a detailed presentation on the issue in non-technical terms.
- d)** Be flexible in the course of the agenda, adjust it as needed.
- e)** Explain to participant clearly the aim of the meeting.
- f)** Make sure to have someone record comments from the public.

Source: Taken and adapted from "Guidelines for public consultation process", the Government of Kosovo, Office of the Prime Minister (2011) and complemented with practical advice from the project practices "Promotion of active public participation in spatial planning at the local level"

- Focus groups involves small number of participants and are used to gain in-depth understanding of concerns, experiences or attitudes related to a clearly defined planning issue or problem or test proposals and solutions. Focus groups are simple and quick way to get different views on a specific discussion topic. They must be facilitated by a trained facilitator. Focus groups are not an open meeting; only the invited citizens may participate. The group's composition and the group discussion are carefully planned to create a nonthreatening environment in which people are free to talk openly. Because focus groups are structured and directed, but also expressive, they can yield a lot of information in a relatively short time. Detailed information is provided in annex 4.

According to the spatial planning legislation in force, the following consultations' level techniques are mandatory:

- Public discussions as per Administrative Instruction (AI) for the responsibilities of Spatial Planning Authorities and the principles and procedures for public participation in spatial planning No. 05/2014 is defined as discussion, consultation or free and open debate to the public and other stakeholders organized by spatial planning authority during the design and implementation of spatial planning documents. According to the AI, municipal authorities responsible for spatial planning and management are required to hold at least one public discussion in each development phase of planning documents. These discussions should bring together all stakeholders and relevant parties (citizens, public and private sector, NGOs, experts, etc.). The municipal authority should provide public announcement at least 8 days prior to the public discussion (through website, notifying the public through public and private media etc.) and shall review the remarks made during these discussions and analyze their possible inclusion in spatial plans.

During the process of drafting the plans this technique is used to gather information and feedback on each phase of planning documents both from experts and broader public. Public discussions are preceded over by a panel appointed by municipal authorities. They are based on presentations and discussion moderated by the panel.

Practical hints

When conducting a public discussion careful preparation is required

- Don't undertake a public discussion unless you are prepared to use the results. If citizens believe that nothing came of their input, this will seriously undermine future public discussion;
- Be absolutely clear on the purpose of the public discussion. What needs to be communicated to the public? What information is needed from the public? What use is to be made of the information gained? State these early and clearly and well.
- Merely announcing a public discussion is not enough to draw people in. Effective use must be made of the media, public education, civic networks such as the school system and popular markets, and networking by municipal authorities among friends and neighbors (these folks are citizens too!).
- The public discussion should probably be opened by the municipal official, but use a well informed and skillful facilitator to run the meeting. This approach sends the dual signal to the citizens that the issue is important and that the municipal authority is listening to their views. Using a facilitator also insures that the schedule is closely followed and that speakers feel free to express their views.
- Follow-up. Citizens will see the public discussion as one step in a process. That is what it is. Be sure to follow-up with feedback on the meeting to the media and with public postings of results. These should include answering questions raised and letting people know how the results of the meeting will be or are being used in the decision making process.

Source: Taken and adapted from RTI: *Practical guide to Citizen Participation in Local Government*

- Public review according to the definition of the Law on Spatial Planning is an event that is open for public participation and developed in appropriate places by the spatial planning authority, which through a public notice citizens, experts and interested parties are invited to raise their objections, comments or suggestions, prior to finalization of the spatial planning document.

The essential characteristic is that it provides an opportunity for municipal authority to listen and hear citizens views before a final decision is taken. Ideally it should be the culmination of a process of planning, preparation and public consultation that has included a continuing public information campaign, public meetings and other ways of getting public views.

The legal requirement on the period for public review on a draft spatial planning

document is at least 30 days; whereas public review of the changes on the draft takes at least 15 but not more than 30 days. During this period a series of activities for public consultation should take place and include:

- Citizens notice and information: It is legally required that Municipal Spatial Planning Authority makes the announcement for the public review of the draft-planning document at least in three daily newspapers, on its own website, public and private media channels. Apart from this, municipal authority may use other form of public information such as posters, bulletin boards, information kiosks, social networks etc. The public announcement needs to be made 8 days before the public review. Municipality should make sure to include in the announcement: the place, date, starting time and duration of public review; place and time of additional public presentations, the type of planning documents that will be reviewed by the public; provide information where to access the draft-document; contact information, etc.
- Opening ceremony of the public review; this is the initial public event that marks the opening of the public review. In Kosovo practices, this event is usually opened by the municipal mayor and is facilitated by the director of planning departments or municipal planning official who was in charge for managing the planning process. The event is open to public in general and all interested parties including the governmental officials from central and local level, representatives of public enterprises, private sector, business community, donor agencies, representatives of non-governmental organizations etc. Following the opening speeches, a presentation on the content of planning document is provided. Subsequently some time is dedicated to questions made by public audience and response from responsible municipal officials. When the time for public comments has run out, officials thank citizens for their participation and inform them on the following up activities of the public review and invite citizens to provide comments on the register book which should be made available at the event. During this event the maps of planning document are exposed on the walls and draft-document is accessible to the public in printed or electronic format. For practical reasons and bearing in mind that such documents are voluminous and written in technical language, the recommendation is to prepare a short version of the draft-planning document for a public use. These should be written in easy and understandable language for the public, good illustrated and provided in a printed format.
- Display of the planning document: During the period of 30 days, the draft-document is displayed to the public for commenting. This activity needs be

well managed as requires constant municipal resources to be available for providing explanations to the public on the content of the plan.

- Public comments needs to be provided in a written form as well as petition made by unsatisfied community groups who consider that a violation of the law or of their interest occurred through the planning document.
- All comments should be registered in comments book. One has to make sure to get proper contact details for the ones who provide comments.
- It is also important to have appropriate venues for displaying the planning document which enable easy access to all citizens with particular attention to elderly and the ones with special needs.
- Public presentations of the draft-planning document. During public review, spatial planning authority organizes a series of public presentation in order to clarify the appropriateness of proposed solutions of the planning document. Public presentations will be provided and arranged specifically for different participants. This may include for example public presentation of draft-planning document on a set of village areas or city neighborhoods therefore it is important to conduct such events in vicinity geographic area of those target groups. Minutes shall be held, and comments needs to be registered.
- Comment analysis and feedback: At the end of public review, all public comments, proposals and remarks on the draft-planning documents submitted within the manner and timeframe required by the legislation are registered included on the public review report. To the report are attached the minutes of the presentations and discussion held during the public review.
- Municipal spatial planning authority analysis carefully each comment separately and prepare justifications on the acceptance or refusal of their incorporation in the plan.
- Time for preparation of the report is not more than 30 days for the draft-planning document and 15 days for the changes to the draft document since the day of the deadline for submission of proposals and objections in written manner. The report of public review is published in the municipal webpage, five days after reviewing the comments.
- In the process of obtaining the approval for the spatial planning documents from the Ministry of Environment and Spatial Planning, the report of public review is part of the review as well.

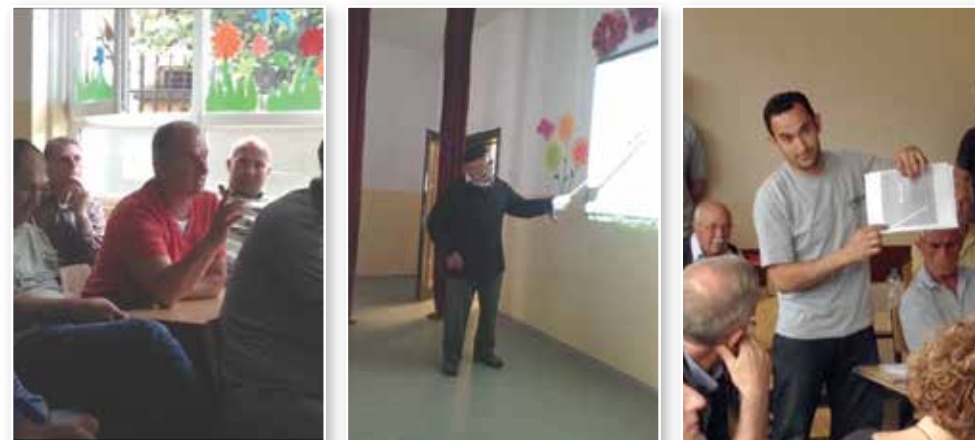


Photo 14: Photo from the public consultations on the URP in the Municipality of Peja (photos above) and the Municipality of Pristina (photos below)





Public debate on the Urban Development Plan of the Municipality of Vushtrri - July 15, 2015

The municipality of Vushtrri, respectively the Department of Urban Planning and Environmental Protection (DUPEP) in collaboration with the non-governmental organization Cultural Heritage without Borders (CHwB) held today a meeting with citizens and various subjects from the economic and social life, which discussed the development scenarios in the process of revising the MDP (Municipal Development Plan of Vushtrri). The meeting was directed by Sami Istrefi, the

director of DUPEP, while the participants were also welcomed by Dibran Përcuku, the deputy mayor, who made sure that participants were more active in expressing their opinions and proposals that will impact positively on spatial planning design. "The participation of citizens in drafting this document is of particular importance in order that the development plan of the Municipality of Vushtrri is consistent with the interests of its citizens. For this reason, we have invited representatives of political parties, organizations and non-governmental associations, professors and teachers, business people, artists, farmers, sportsmen, representatives of women's associations and other citizens, to contribute to this direction", said Istrefi. In drafting the municipal spatial plan, which confirms the economic guidelines of economic development, infrastructure, land use, environment and demographic and social issues in the municipality of Vushtrri, through the debate, have also contributed Remzije Zekolli, Dr. Luljeta Zahiti, Nezir Klinaku, Arch. Arsim Gërxhaliu, Shemsi Rahimi and other citizens. This project is implemented within the "Partnership for Development" funded by USAID.

Photo 15: Municipality consults the citizens the spatial development scenarios of the Municipal Development Plan

3.5.1.3. Dialogue



Dialogue is the level of participation which aims the direct work of the municipality with the public to ensure that during the planning process, citizen concerns and aspirations are consistently understood and taken into account. While during 'consultation', from the public is required a view regarding a particular issue at a given moment of the process, 'dialogue' means a two-way communication between

the municipality and the public throughout the process. During the development of this level of participation, it should be made clear to the public that its concerns are directly reflected in the proposed alternatives and solutions and they are incorporated in the decision-making process. However, the final decisions rest with the municipal authorities and no expectation on the direct influence over the decisions should be given to the public.

General hints

- Make sure that all the relevant stakeholders are involved.
- Provide equal opportunities of participation for all (eliminate potential barriers that may prevent the involvement of the parties in the process)
- Examine carefully which activities and structures/ bodies (advisory boards, focus groups, technical groups, etc.) suit the purpose of participation and who should be involved (depending on the skill or representation)
- Consider a broad range of interests aspect that may be important to the public such as: pollution, property values, traffic congestion, local economy, etc.
- From the beginning of the process clearly define the rules of these participatory bodies, the method of work and decision making, and their roles and responsibilities in the process.

For the level of participation Dialogue, the most commonly used techniques of public participation are:

- Community public forums: Provide a means to deliver proposals generated by citizens or their representatives organizations directly to the spatial planning municipal authorities.
- Advisory/Steering Committees: Are assembled of a group of stakeholders representing the community and various interest groups with the aim to provide

input, feedback and guidance in the spatial planning processes. Generally, the members of the group are nominated by the relevant community groups and agencies, although people with specific skills may also be asked to take part. Usually the lifespan of the Advisory/Steering Committees is limited to the length of the planning process of the specific planning document.

- Workshops: Workshops provides municipal authorities with an opportunity to disseminate information, provide a setting for discussion, and obtain feedback from a range of community groups and citizens. They have educational character and used to orient participants to the issue that will be discussed. They usually include presentations followed by the discussion in smaller groups among participants, so that they are able to express their opinions either in writing or through conversation.
- Visioning exercise: Is a public participation technique which is used to develop a preferred future scenario of the long-term spatial development of the municipality. Visioning exercise is regularly used for strategic planning, and allows community to define the future it wants. It emphasizes the community values and expresses their desire for the future in a written and visual form. Visioning exercises also provide a frame for a strategy and the steps that are needed to achieve this vision.
- Mediation Sessions: In the context of public participation is a method for engaging a small group of residents at a critical point in the planning process, when conflicting interests may negatively affect the planning proposals. Mediation Sessions is a voluntary process in which involved parties agree to try to resolve their differences. Since often the problem may occur as the result of a misinformation, miscommunication or misunderstanding, these sessions can bring about a resolution of the differences amongst the conflicting parties.

3.5.1.4. Partnership and empowerment



Partnership is a high level of involvement of citizens in spatial planning processes, which implies delegating certain responsibilities of this field to the community representatives. The decision-making power is shared by negotiation between

municipal authorities and citizens, however the final decision-making remains with municipal authorities.

The process means partnering with the public in every or certain aspect of the decision making process with aim to build consensus on spatial development alternatives and selection of the most preferred solution.

During this process a high level of trust between the parties should be carefully build, whereas the cooperation can be created through the establishment of formal cooperative bodies, such as various committees or boards, or even in an informal way.

General hints:

- It has to be clear what is the extent of the decision making that has been delegated to the public.
- A clear plan and ground rules need to be agreed to by all partners involved the proces.
- Clearly define the conditions of representation of the bodies, such as collaborative boards or committees, their role and responsibilities and the decision-making manner (by vote or consensus).
- The process should aim at achieving consensus between partners, where ideas are gathered and solutions are negotiated.
- In cases of formal partnership, attention should be paid to the partnership agreements which clearly defines roles and responsibilities of the partners involved.

Empowerment is considered the highest level of involvement of citizens in spatial planning processes, which in practice happens very rare. The purpose of this level of participation is to place the final decision-making to the public, assuring that the authorities will implement what the public decides.

In this case, the legal and policy framework empower the community to make evidence based final decisions for which they are responsible and are accountable for the effects from their implementation. The scope of the public decision-making power can be broad or limited in time and for certain issues and final decisions can be brought by votes or by consensus. It is recommended for this level of participation, the final decisions to be made by consensus, since the basic voting by itself often fails to create the level of public knowledge and broad range of public input that is needed for meaningful public participation.

Although very challenging to be fulfilled, empowerment as a level of participation enables capacity building of the public that impacts the achievement of better results by bringing creative ideas and new opportunities.

General hints:

- The scope of the shared power and/or decision-making that has been delegated to the public should be clear.
- The roles and responsibilities should be clear. Empowering allows citizens to participate in the decision making process in determining goals and objectives, priority setting, formulating and choosing among options, developing implementation strategies for spatial planning documents and their implementation.
- The issues that include accountability should be considered carefully. The public now has the power to ensure the accountability of planning outcomes to themselves.
- Communities should have adequate human resources to apply this level of participation. It involves creative, civic-minded individuals, not just the public as represented by associations and interest groups.

For both levels of public participation Partnership and Empowerment, the most commonly used techniques include:

- Coalitions and partnerships: Collaborative planning processes require regular, consistent participation and input from the public, key stakeholders, partners and others. For this purpose, coalitions and partnerships comprised of different stakeholders can be created. They will provide the necessary guidance and feedback to municipal authority or consultants involved in drafting of spatial planning documents and ensure successful completion.
- Community Advisory Groups are assembled of a group of stakeholders representing the community and various interest groups with the aim to provide input, feedback, and commit citizens to the planning processes. They are important mechanism that will continuously inform the municipal authorities about the public needs and demands. At the partnership level of public participation, the group has the role to include the public in decision-making process. More elaboration is provided in section 3.3 of this guidebook.
- Citizens Jury: Citizen Juries involve the wider community in the decision-making process. They use a randomly selected representative sample of citizens which are not formally aligned to any interest group in order to prevent advocacy for any particular planning outcome. The Jury members are briefed in detail on the background and alternatives related to a particular planning issue.
The issue they are asked to consider will be one that has an effect across the community and where a representative and democratic decision-making process is required.

Example of effective model of dialogue and partnership between the municipality, community and relevant stakeholders on issues of Great Bazaar regeneration in Gjakova

The active involvement of CAG in the project development has strengthened the collaboration between the municipality, community and other relevant actors. The basis of this approach was creation of the trustful relations between parties through continuous consultation and dialogue on identifying the issues and alternatives and partner to determine priorities and achieve objectives. Establishment of the Managing Unit of the Grand Bazaar has been identified as a key objective related to the regeneration of the Grand Bazaar. This unit will ensure the coordination of all stakeholders in the Bazaar and will be responsible for implementing the actions proposed in the “Framework of the regeneration of the Grand Bazaar”. The management unit will be governed by the board composed by the municipal officials, representatives of the Ministry of Culture, Youth and Sport, and the community representatives proposed by the CAG. However, municipality needs to show commitment that policy proposals generated jointly with the citizens will be taken in account in reaching a final decision. In this respect, this proposal was further discussed with the mayor and all the parties agreed with the structure and functioning of the Unit in the future. Moreover, in order to ensure the support of decision-makers, at the meeting of the Municipal Assembly held on the 21st of July 2015, the proposal for the establishment of the Management Unit was discussed and approved with only one vote against.

Source: From the project practices “Promotion of active public participation in spatial planning at the local level”

3.6. Step 6: Monitoring and evaluating the implementation of Public Participation Plan in spatial planning activities

The final phase in the public participation process is the evaluation of the effectiveness of implementation of PPP activities. Evaluation requires regular monitoring and assessment whether the results of PPP activities have reached public participation goals in each phase of the planning process. In practice this step always seems to be tackled in the end of the participatory planning process however it is important to emphasize that these two functions are integral to every phase of the PPP process. The intention is to assure that planning team think and act on issues of monitoring and evaluation right from the beginning of drafting process of PPP.

In the course of evaluation of the implementation of PPP for spatial planning processes, the assessment should answer the following questions:

- Did the PPP for a planning process achieve its intended goals/objectives?
- Did the process reach the right people and ask the right questions?
- Did the people who got involved feel they were heard?
- Did the answers tell us what we needed to know?
- Did the process stay within the budget and use the available resources well?
- Did the use of respective public participation techniques was effective enough to ensure the wanted results?
- Are the constraints and challenges that have prevented completion of the process according to the PPP identified during the process of public participation?
- Which are the ways to improve the public participation in planning processes in the future?
- How to use the lessons learned from the process in future initiatives of public participation?

The above mentioned considerations offer a good basis for assessing whether the implementation of the PPP is on a good track and identify areas where interventions are needed. Identifying any action that has prevented completion of the process according to the plan will help in finding alternative solutions based on lessons learned and to refine the process.

The evaluation of the PPP should be based on the following:

- goals/objectives of the PPP;
- monitor progress and measure achievements of the PPP; and
- identify lessons learned and improve future practices.

As engagement becomes more widespread and larger in scale, there is a need to evaluate the effectiveness of public involvement process. The assessment of evaluation of PPP is done during and after the PPP implementation. The techniques most often used in evaluating the implementation of PPP depend on when it happens.

When the assessment happens during the implementation of the PPP activities, then the most common technique is the use of questionnaires to assess each participation meeting or through discussion with participants. The advantage here is that since this type of evaluation is ongoing, then it offers a good opportunity for the eventual improvement in the use of techniques or levels of participation in

the future activities. Evaluation in this phase is done by the authority responsible for public participation.

Practical hints

The following techniques can be used to assess whether participatory techniques and methodologies were appropriate and to get feedback from the participants:

- Distribute evaluation questionnaires and collect them at the end of the event.
- Alternatively, you can do on-line surveys with [surveymonkey.com](https://www.surveymonkey.com) or Google Docs or on other open platform and send email the link to participants. If you use an on-line evaluation method, make sure that you email the questionnaire link as soon as the workshop is finished, so that the results are as valid as possible (the details that you are interested may fade from memory after a while);
- Conduct anonymous questionnaires;
- Make lists of participation and keep records for public proposals;
- Write reports after the activities, where you elaborate the comments/ suggestions/ proposals of the public and the results of the evaluation questionnaire.

Evaluation after the implementation of PPP activities should be harmonized with the specific purpose of the evaluation and a variety of techniques and methodologies can be used such as surveys and polls conducted with citizens; use of records of participation to assess the number of the participants attending a public participation activity, the percentage of participants from a certain neighborhood or geographical area and to evaluate the inclusion of various interest groups; use of reports and minutes of each activity to evaluate the number of active participation in public meetings, counting the downloads on the website regarding any information or activity related to public participation in spatial planning and registers about the number of informants, leaflets and other distributed materials, etc. In addition to understanding whether they were appropriate techniques and methodologies of participation and to have feedback from participants, the assessment at this stage aims to understand whether the public participation activities carried out have achieved the desired effects, either in relation to public participation process or in relation to the effects on spatial development in their neighborhood/ settlement/ municipality. Therefore the assessment takes place after a certain period of time, which should be enough to show the effects of the PPP activities. This assessment should be impartial and therefore it is recommended to be performed by external evaluators (persons who have not been part of the PPP).

In order to ensure transparency, a general recommendation is that the results of these evaluations are announced for the public.

The benefits of the evaluation process of monitoring the implementation of PPP activities in spatial planning processes for municipal authorities are:

- a) See if the activities were successful: Were the tools effective? Was the public contacted? Were the resources adequate? Were the goals of public participation achieved?
- b) Demonstrating to others that the activities were successful: This is important to the legitimacy of planning activities.
- c) Learning from practice: Evaluating and sharing the results enables municipal authorities to learn from their activities and set best practices that can be used in the future.
- d) Redesigning existing and creating new activities: This is done based on lessons learned and experiences as explained in a, b, c increasing the possibility of success in the future and builds capacity to respond to new requirements.

All these are done during and after the implementation of activities. Planning evaluation enables to review the success and eventually modify activities during implementation.

Source: Taken and adapted from “Guidelines for public consultation process”, the Government of Kosovo, Office of the Prime Minister (2011)

Figure 2: Steps of Public participation Plan for spatial planning process

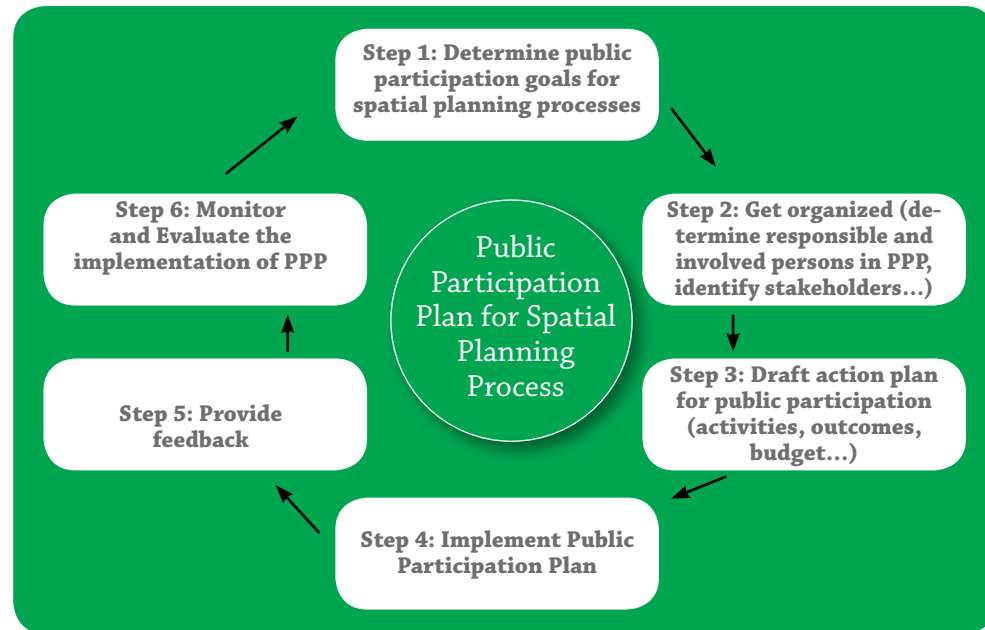


Table 2: The levels of public participation with relevant techniques for the Municipal Development Plan

SP Document		Municipal Development Plan MDP		
The level of public	SP Document	Pre planning / preparatory phase	Planning phase	After planning phase (implementation, monitoring, evaluating the implementation of the MDP, revision)
INFORMATION	Aim	To provide the public objective information and to assist them in understanding the problems, alternatives and solutions offered by MDP and to encourage and ensure public participation in all phases of planning and implementation.	Through appropriate techniques, informing is used during all stages of planning, including: the profile and assessment of the situation, the spatial development framework (vision, goals and objectives, the concept of spatial development policies) and the stage of defining strategic priorities and action plan.	** To inform the public during all the time for the implementation of projects/ activities of MDP. * To inform the public about the state of implementation of the MDP through the publication of the annual report of monitoring the implementation of the plan."
	Use	To inform the public about the initiation, arrangements and preparatory works of drafting the MDP	Public notices in printed and electronic media, information and education materials (brochures, leaflets, short version of MDP, posters, SMS's, surveys with citizens, public presentations after each stage, public exhibit during public review, petitions, the report of public review.	Public notices in the printed and electronic media (daily newspapers, national and local RTV, municipal website, social networks, etc.), publication of the report of the proposals and objections from the public review, publication of the Monitoring Report on implementation.
	Techniques	To offer citizens the opportunity to comment, contribute or act on analysis, alternatives and solutions offered by MDP and its implementation.	In the early stages of drafting the plan is used to identify problems and challenges, gathering the necessary data, the development of the vision, get feedback from the public about the aims and objectives of the plan, get ideas on strategic priorities, tested proposal for the selection of the best scenario etc. In the later stages when there is a draft plan, consultation is held to inform the public but also to verify the solutions/proposals of the plan.	** To consult the public when necessary for the implementation of projects arising from the MDP; * In reviewing the MDP when consultation on certain issues is necessary; * To get information and feedback from the public on the implementation of the MDP and understand the effects of the development plan. "
CONSULTATION	Aim	Focus group meeting with community representatives	Surveys, public meetings with residents, focus group meetings, public discussions, public review	Surveys, focus group meetings, public meetings with residents, public discussions
	Use	By working directly with the public, to ensure that the concerns and aspirations are understood and taken into account in the development/ implementation of the plan	Is used in the planning stages when it is required to comply with the public for certain issues, for e.g. in the phase of spatial development concept, more precisely in the selection of best scenario for spatial development when determining the land use. The dialogue may also be necessary in the public review phase.	* When during the implementation of projects arising from the MDP for any particular case it is necessary to negotiate, achieve consensus or resolution of possible disputes, * During the revision of the plan in which case the dialogue with stakeholders is necessary for the changes made;
	Techniques	Workshop	Community public forums, Advisory/Steering Committees, Workshops, Visioning exercise, Mediation Sessions etc	Community public forums, Advisory/Steering Committees, Workshops, Visioning exercise, Mediation Sessions etc
DIALOGUE	Aim	To achieve partnership with community representatives in decision-making and/or delegate certain responsibilities to them respectively the final decision in to be made by the public.	* During the public participation in the key moments of the planning stages when is required a joint decisions on any issue, specific determination or development (e.g. the determination of challenges, vision, goals and objectives, strategic priorities, adoption of the best scenario, definition of actions for implementation).	* During the implementation of the plan when there is a need for significant partnership in the implementation of decisions. * During the monitoring and evaluation of the implementation of the MDP, with emphasis on the adoption of the annual report of the implementation of the plan; * During the revision of the plan, in moments when taking decisions about necessary changes in the plan.
	Use	* At this stage, the partnership can be made with any NGO or community-based organizations as part of the joint management team, establishing joint participation bodies as Community Advisory Group to the establishment of joint decision-making bodies	Coalitions and partnerships, Community Advisory Groups, Citizens Jury	Coalitions and partnerships, Community Advisory Groups, Citizens Jury
	Techniques	Coalitions and partnerships, Community Advisory Groups	Coalitions and partnerships, Community Advisory Groups, Citizens Jury	Coalitions and partnerships, Community Advisory Groups, Citizens Jury
PARTNERSHIP AND EMPOWERMENT	Aim			
	Use			
	Techniques			

Table 3: The levels of public participation with relevant techniques for the Municipal Zoning Map

SP Document		Municipal Zoning Map MZM		
The level of public	Pre planning / preparatory phase	Planning phase	After planning phase (implementation, monitoring, evaluating the implementation of the MZM, revision)	
INFORMATION	Aim	To provide the public objective information and to assist them in understanding the content of the MZM and to encourage and ensure public participation in all phases of planning and implementation of MZM		
	Use	To inform the public about the initiation, arrangements and preparatory works of drafting the MZM	To inform the public about the content of the constituent components of MZM that defined zones and development conditions including protective measures for the construction and development planning period.	** To inform the public during all the time about the implementation of developments/ development conditions foreseen with MZM. * To inform the public about the monitoring of the implementation of MZM through the publication of the annual monitoring report"
	Techniques	Public notices in the printed and electronic media (daily newspapers, national and local RTV, the website of the municipality, social networks etc.).	Depending on the type of activity, these techniques can be used: Public notice in printed and electronic media, information and education materials (brochures, leaflets, posters, SMS's, public presentations in assigned components of MZM, the public exhibit of MZM during public review, petitions, the report of public review.	Public notices in the printed and electronic media (daily newspapers, national and local RTV, municipal website, social networks, etc.)
CONSULTATION	Aim	To offer citizens the opportunity to comment, contribute or act on the zoning and development conditions and terms of construction determined with the MZM and with its implementation	Consultation in the planning stage is essential in determining the zones and development conditions including terms of construction and to get public reaction about such determinations. In the later stages when MZM draft is ready, consultation is held to inform the public but also to verify the solutions / proposals given by MZM.	* To consult the public when necessary for the implementation of projects arising from the MDP and implemented by MZM; * In reviewing the MZM when consultation on certain issues is indispensable; * To get information and feedback from the public on the implementation of the MZM and understand the impacts of its implementation. "
	Use	Focus group meeting with community representatives	Surveys, public meetings with residents, focus group meetings, public discussions, public review	Surveys, public meetings with residents, focus group meeting, public discussions.
	Techniques	By working directly with the public, to ensure that their concerns and aspirations are understood and taken into account in drafting / implementing the Municipal Zoning Map	At the drafting phase of MZM, the dialogue is used when compliance is required with stakeholders on specific issues, in particular, it is indispensable for the zones and to determine the development conditions for them, including terms of construction.	* When during the implementation of projects arising from the MZM for any particular case it is necessary to negotiate, achieve consensus or resolution of possible disputes; * During the revision of the MZM, in which case the dialogue with stakeholders is necessary for the changes made;
DIALOGUE	Aim	To achieve partnership with community representatives in decision-making and/ or delegate certain responsibilities to them, respectively the final decision is to be made by the public.	Community public forums, Advisory/Steering Committees, Workshops, Visioning exercise, Mediation Sessions etc.	Community public forums, Advisory/Steering Committees, Workshops, Visioning exercise, Mediation Sessions etc.
	Use	Workshop	Partnership can be applied during key moments of public participation in the planning stages when making joint decisions on any issue is required, or specific development or determination (e.g. The determination of zones and development conditions in them including terms of construction, in the determination of specific projects, etc.	
	Techniques	To offer citizens, in particular the stakeholders and the residents of the area, for which the MZM is being drafted, the opportunity to comment, contribute or act on the zoning and development conditions and terms of construction determined with the MZM and with its implementation	Coalitions and partnerships, Community Advisory Groups, Citizens Jury	Coalitions and partnerships, Community Advisory Groups, Citizens Jury
PARTNERSHIP AND EMPOWERMENT	Aim	* At this stage, the partnership can be made with any NGO or community-based organizations as part of the joint management team, establishing joint participation bodies as Community Advisory Group to the establishment of joint decision-making bodies		* During the implementation of MZM when there is a need for significant partnership in the implementation of decisions. * During the monitoring and evaluation of the implementation of the MZM, with emphasis on the adoption of the annual monitoring report of the implementation of the plan;
	Use	Coalitions and partnerships, Community Advisory Groups		
	Techniques			

Table 4: The levels of public participation with relevant techniques for the Detailed Regulatory Plans

SP Document		Detailed Regulatory Plan- DRP		
The level of public	Pre planning / preparatory phase	Planning phase	After planning phase (implementation, monitoring, evaluating the implementation of the DRP, revision)	
INFORMATION	Aim	To provide the public objective information, and to assist them in understanding the content of the DRP and to encourage and ensure public participation in all phases of planning and implementation of DRP, in particular of stakeholders and residents of the area treated by plan		
	Use	To inform the public about the initiation, arrangements and preparatory works of drafting the DRP	To inform the public, in particular the residents and stakeholders of the area included by the plan, about the content of the constituent components of the plan	* To inform the public, in particular the stakeholders and the resident of the area, for which the DRP is being drafted about the implementation of the conditions of the area treatment and construction conditions foreseen by plan. * To inform the public, in particular the stakeholders and the resident of the area about the monitoring of the implementation of the plan through the publication of the annual monitoring report"
	Techniques	Public notices in the printed and electronic media (daily newspapers, national and local RTV, the website of the municipality, social networks etc.). In this case the notice should particularly target stakeholders and residents of the area for which the DRP is drafted.	Depending on the type of activity, these techniques can be used: Public notice in printed and electronic media, information and education materials (brochures, leaflets, posters, SMS's, door to door invitations, public presentations in assigned components of DRP, the public exhibit of DRP during public review, petitions, the report of public review.	Public notices in the printed and electronic media (daily newspapers, national and local RTV, municipal website, social networks, etc.) In this case the notice should particularly target stakeholders and residents of the area for which the DRP is drafted.
CONSULTATION	Aim	To offer citizens, in particular the stakeholders and the residents of the area, for which the DRP is being drafted, the opportunity to comment, contribute or act on the construction and area treatment conditions determined with the DRP and with its implementation	Consultation in this stage is essential in determining the conditions for regulation of space for urban or rural zones and to get public reaction about such determinations. In the later stages when DRP draft is ready, consultation is held to inform the public but also to verify the solutions / proposals given by DRP.	* The public, respectively stakeholders and residents of the area for which DRP is drafted are consulted when the implementation of projects arising from DRP is needed; * During the revision of DRP when consulting specific issues is necessary; * To get information and feedback from the public on the implementation of DRP and understand the effects of its implementation.
	Use	Meeting with representatives of the local community or focus groups of community representatives	Surveys, focus groups meetings, public meetings with residents, public discussions, public review	Surveys, focus group meetings, public meetings with residents, public discussions
	Techniques	By working directly with the public, in particular with the stakeholders and the residents of the area, for which the DRP is being drafted to ensure that their concerns and aspirations are understood and taken into account in drafting / implementation of the Detailed Regulatory Plan	At the drafting phase of DRP, the dialogue is used when compliance is required with residents and stakeholders on specific issues, for e.g. it is indispensable in the phase of re-parcelling rules, determination of conditions for regulation of space for urban or rural zones.	* When during the implementation of projects arising from the DRP for any particular case it is necessary to negotiate, achieve consensus or resolution of possible disputes; * During the revision of the DRP, in which case the dialogue with residents and stakeholders is necessary for the changes made;
DIALOGUE	Aim	To achieve partnership with community representatives in decision-making and/ or delegate certain responsibilities to them, respectively the final decision is to be made by the public.	Community public forums, Advisory/Steering Committees, Workshops, Visioning exercise, Mediation Sessions etc.	Community public forums, Advisory/Steering Committees, Workshops, Visioning exercise, Mediation Sessions etc.
	Use	Coalitions and partnerships, Community Advisory Groups	Coalitions and partnerships, Community Advisory Groups, Citizens Jury	Coalitions and partnerships, Community Advisory Groups, Citizens Jury
	Techniques			
PARTNERSHIP AND EMPOWERMENT	Aim	* At this stage, the partnership can be made with any NGO or community-based organization of the area for which the DRP is drafted, so that they can be part of the joint management team. In addition to that, here can also be included the establishment of joint participation bodies, such as Community Advisory Group to the establishment of joint decision-making bodies		
	Use	Coalitions and partnerships, Community Advisory Groups		
	Techniques			

Chapter IV:

Communication and feedback provision

Spatial planning affects the everyday lives of citizens. How they travel to work, where their children go to school, the economic opportunities in the community, availability of basic infrastructure, and general quality of life that they experience every day.

Because of this, it's important for planning officials to communicate with the public and involve them in spatial planning decisions at every stage of the process. But sometimes involving the public isn't easy. Public meetings can be contentious. People don't always agree. And many people just don't feel comfortable speaking in front of a group.

Advance planning and practice of basic communication tools can help alleviate these concerns. This chapter focuses on communication as a specific personal skill and behavior, as well as the feedback, both of them needed to conduct successful participatory planning processes.

4.1. Communication between citizens and government

Communication is a very wide subject, which covers different means and tools where municipal authorities can communicate to increase citizens' awareness and participation. Good communication from government to people takes time and resources, but pays off in public trust and understanding. This means that government officials need to give serious thought to how well the government communicates information to the public regarding planning processes.

Communication also requires that citizens take advantages of opportunities presented to find out about what is happening to their city or town and its government and to share their views with government. Ensuring that this happens is not always an easy job, where specifically in new democracies it is necessary for government to take special measures. Education and public awareness campaigns may be necessary to help the citizens to understand the importance of their responsibility to interact with their government in constructive ways.

The chart below illustrates the various means and tools through which both citizens and government can communicate with each other.

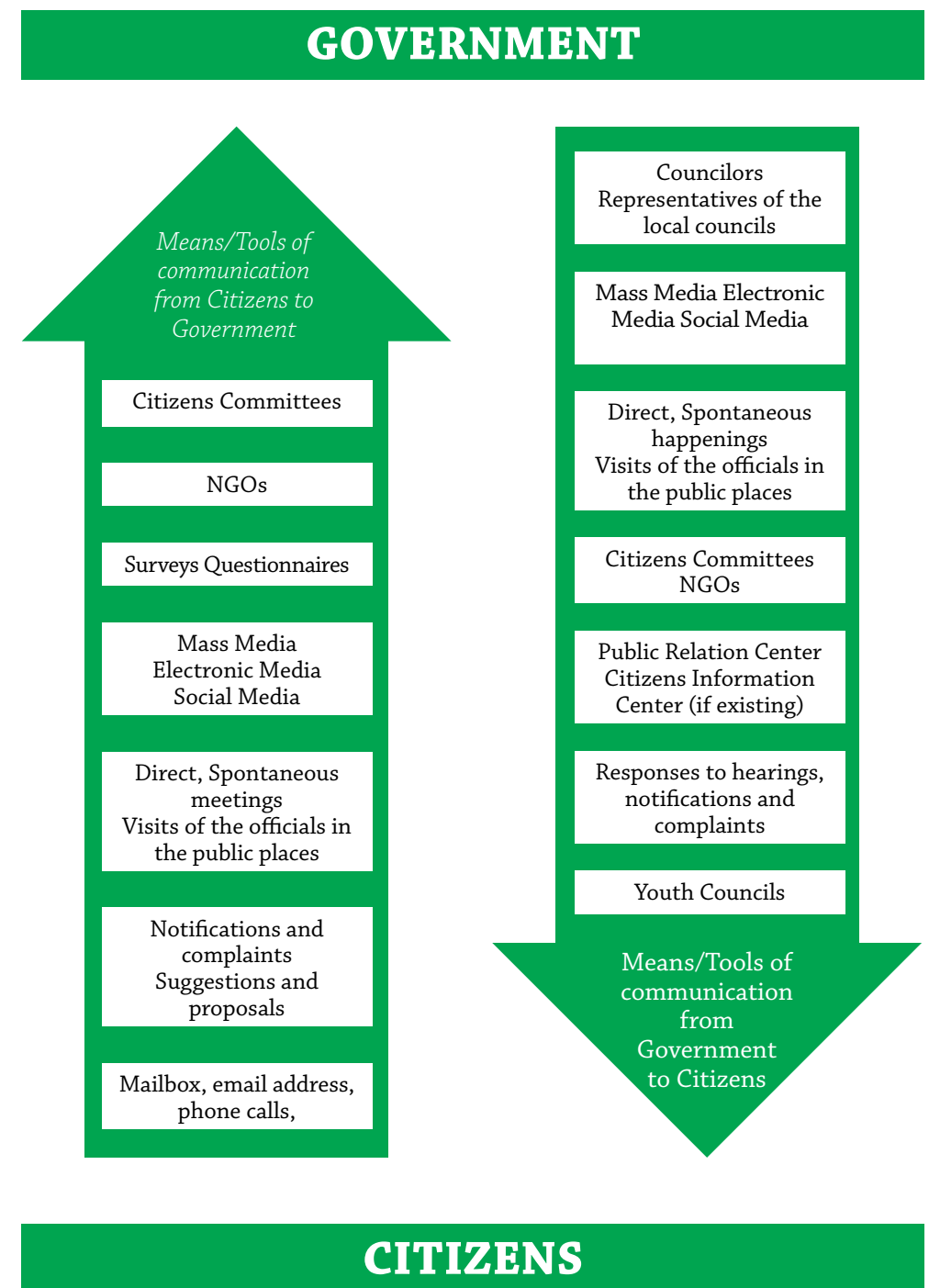


Fig 2. Various means and tools through which citizens and government can communicate with each other.

4.2. Ground rules for handling effective communication process

a) Select channels of information and communication

During the implementation of a public participation plan, the question arises that which communication channels are most appropriate to use, e.g. which channels are most used and most reliable for the target groups. Although television is considered as the media that has the greatest impact on the public, it would be better used all types of media are possible (radio, press, the Internet) as well as other channels of communication (billboards in public places, individual meetings, bulk SMS and electronic messages, distribution of leaflets, etc.).

Knowing the stakeholders assists the municipal authority to choose the most appropriate approach to involve them in public participation process and to ensure maximum impact - e.g. knowing what language to use and the level of information that should be provided to stakeholders on the issues under discussion.

Selection of communication channels may be based on the following means:

- Media releases where a larger component of the public can be reached for instance in announcing a specific decision or policy;
- Use of published reports for distribution to stakeholders or posting on municipal websites;
- Billboards, sign and Posters as display media can also be effective; for low cost communication posters can be made in a limited amount and can be print up to A3, they can be placed in public buildings or other frequented areas of a specific geographical area (schools, health and sport facilities, supermarkets, shopping malls etc.).
- For wider reach out, Facebook and other social media can be used as a low-cost way of information sharing and communication; Pay close attention to targeting, and choose keywords carefully.
- For specific issue in a defined area, personal communication is very useful. This can be done through face to face communication between local administration officials and community. The personal communication can also be done through telephone messages, letter writing, phone calls, emails, social networking websites etc.

b) Provide opportunities for filing comments

Any interested member of the public has the right to submit comments or suggestions during the public participation process. Providing all appropriate

information beforehand will ensure that the community can participate meaningfully in the sessions and to submit comments/ suggestions.

In case of statutory requirements, such as public review for planning documents, a certain complaint procedure should be followed including report on public review. In other cases, ways and forms for submitting comments and opinions to the competent authorities depend on the public participation techniques used.

The authorities have an obligation to respond to citizens. The preferred way is to use the same form that is used for providing the suggestion or opinion (i.e. written response if comments are submitted in writing). If accumulated a large number of comments, it is preferable to prepare a report which will summarize and structure the comments according to their content, and the same to be published through the channels of communication used during the process of participation.

c) Communicate public participation outcomes and provide feedback

All contributions should be recorded and taken into consideration during the decision making in the drafting processes of spatial planning documents. This means that the authorities should analyze the comments, address the ones that contribute to the certain solutions related to the document of spatial planning, and prepare the feedback on comments which are not taken into account.

Providing public with feedback about how their comments and suggestions were integrated in the decision making ensures openness, transparency and credibility of the process. It will demonstrate to the public that their time and effort has been well invested and their needs, concerns, opinions and comments have been understood and taken into account. This will ensure more commitment in the future by the stakeholders to become involved in the municipal public participation processes.

Feedback should be sent to all those who participated in the process and it should be available and accessible to the general public. The feedback should be given on time, without delay and using appropriate communication channels.

When evaluating outcomes of public participation in spatial planning processes, local government should consider the following:

- Have stakeholders been informed on how their inputs influenced decisions?
- Were communication means and tools used appropriate?
- Have stakeholders had the possibility to provide feedback on:
 - Their satisfaction with the public participation process?

- Challenges they have identified in the process?
- Did the feedback use the appropriate language?

Also, the package should contain information about the possibilities for appealing against the decision.

4.3. Communication and facilitation skills

In order to have effective public participation, municipal authorities need to develop specific communication skills in order to manage discussions during public meetings and other events where face-to-face communication is applicable. There are mainly two skills needed in order to have efficient communication between above mentioned parties:

- Active listening and acknowledging what is said
- Asking the right kind of questions

Active listening goes beyond just listening. Active listening means being attentive to what someone else is saying. The goal of active listening is to understand the feelings and views of the person. Local authority representatives should pay attention to ways how to respond to citizens who want to feel heard and understood. A simple “thank you for that comment” can be very useful. Not every comment needs to be responded to, but every comment does need to be acknowledged. Helpful acknowledgements are:

- “Thank you for that comment.”
- “Great – thank you for that.”
- “I’m glad you brought that up.”
- “OK – thank you.”
- “Good point. Thanks for sharing it.”
- “Very good.”

Planning authorities should listen without being judgmental, identify and acknowledge feelings of the participants/citizens, and ask clarifying questions to fully understand the situation.

Asking the right kind of question is always associated with active listening, but it is used to deepen the information that has been gathered from the public in order to avoid misunderstanding, or to refocus when the conversation has started to stray.

Both of the above are interpersonal skills are essential when engaging in participatory planning activities.

Tips for effective communication with public

- Everyone participate, no one dominate
- Success depends on participation – share ideas, ask questions
- Listen to understand
- Seek unity (not separation)
- Disagree without being disagreeable
- Speak honestly
- Stay open to new ways of doing things
- Be positive, non-judgmental and open to new ideas
- Remember responsibility and non-defensiveness
- Stay at the strategic level (out of the operational)
- Everything happens through conversation
- Respect each other’s thinking and value their contributions
- Articulate hidden assumptions
- Manage group work
- Staying on schedule is everyone’s responsibility; honor time limits
- Allow every voice to be heard; be intrigued by the difference you hear
- Ask “what’s possible?” not “what’s wrong”?
- Seek common ground and understanding (not problems and conflict)
- Don’t be afraid of negative comments. People may not agree, but being heard is valuable in itself.

Public participation activities e.g. public hearings, meetings, focus groups etc., mentioned in this guide - require also good facilitation skills. These skills are important in the development of activities that address controversial issues where the possibility of confrontation and conflict between the parties is relatively high. In order to hold effective public meetings or debates, it is important to:

- 1) be well-prepared for the meeting;
- 2) provide effective public notice, and
- 3) run a meeting in a respectful manner, where members of the public were listened to and had adequate opportunity to provide their comments.

Below are some valuable tips for facilitators:

- Start on time.
- Introduce yourself and ask others to do the same.
- Introduce basic rules and process at the start of the meeting (e.g. Explain when will be the time for questions, let them know the participants need to respect each other, ask the participants to turn off their cell phones or disable alarms, etc.).
- Explain the purpose of the meeting. Introduce the format of the meeting/program. Ensure that everyone can understand tasks.
- Provide clear instructions of how to participate and what to expect since for many it is the first interaction with local institutions.
- Make sure you have enough copies of agenda, handouts and information packets.
- Distribute written materials to all participants.
- Do not allow for intimidation of any kind at the meetings.
- Create a welcoming, non-threatening atmosphere that encourages public comments.
- Ensure that you speak adequate (non-technical) language and appropriate to the audience
 - Present the actual spatial situation.
 - Explain the so far identified problems and development barriers.
 - Use maps and graphs to be as illustrative as possible
 - Use diverse ways of presentation/interaction: electronic-based (power point, prezi, etc), paper-based (flipchart), etc.
- Provide background materials, including context, on issues/items to be discussed.
- Introduce the speaker and manage the time. Having time limits on public comment is unfortunate, but necessary, in order to properly manage meetings that sometimes last into the late hours. It is also important that a reminder should be given for commenters not to repeat what someone else has said. Allow them to concur verbally, but not repeat. Also, for certain groups such as local communities, it is often effective if a spokesperson representing the entire group can deliver the thoughts for everyone by allowing the spokesperson an extended amount of time.
- Stimulate discussions to ensure the interactive flow. In order to initiate and have a valuable discussion as a facilitator you should be very familiar with the certain issues such as:

- What does community really care about?
- What are community's' biggest problems?
- What does community do? What are their habits?

Once all of the above questions are clear to the facilitator it is very easy to further develop and stimulate the discussion on the specific issues. The topic can be further elaborated with the following questions such as:

- What is the best way to address this issue?
- How many of you have found {x} is really difficult?
- Have you ever found that....?

It should be kept in mind that as facilitator you don't always need to ask for the solution, you just need other people to identify that they also have the same problem. Ask a few members what their biggest problems are, ask what they really care about, and ask what they do relating to the topic? The above mentioned questions intend to solicit comments in the intended topic.

- Listen what people have to say. Don't argue. Patiently listen until every person who wishes to speak has had their say. This is where the time limit comes in to help you out. But more importantly, if everyone understands that they will be heard, they are much more apt to sit patiently and not disrupt the meeting.
- Ensure that all have the opportunity to speak. Do not allow the audience to break in when someone else has the floor. If patiently telling members of the public to wait their turn doesn't work, stop the meeting and let everyone sit and stew until it comes back under control.
- Stay calm and keep an open mind. Have in mind that you represent the institution and not your own personal views. This is very important.
- Keep to the agenda and stay on topic. An effective facilitator is the one who keeps the meeting on track.
- Confront any conflict, manage problematic behavior and/or contributions that do not correspond to the subject of the meeting.
- Finish the meeting by making a summary of conclusions and following steps.

As a facilitator, you should also:

- Be conversant with all the issues under discussion, but you need not be an expert in any. In fact, knowing too many technicalities may get in the way of encouraging the public to express themselves, which is the role you are expected to play.
- Always be fair. This is perhaps the most important responsibility of the facilitator. Fairness also means you give everyone a chance to speak and deal quickly and decisively with those who try to dominate the discussion. As a facilitator, it is

your goal to be fair to everyone, regardless of whether you agree or disagree with them.

- Maintain the proper balance between formality and informality. Many people still like to be called by their last names, but first names are acceptable if you know them well or it is in your community's style.

Instead of the conclusion...

This Guideline encourages officials to look ahead - to be well organized and make plans, but also to be flexible, determined and creative in planning public participation, so that they can make better decisions. The Guideline encourages the community to be cooperative and active participants by contributing in the planning processes developed for their benefit and the municipality in general.

To ensure the development of a great process of public participation, it is necessary to build a culture of continuous communication between decision-makers and public. This is a key to establishing a relationship of mutual trust, which is the basis for legitimacy of spatial planning decisions.

ANNEX 1:

ACCESS IN DATA COLLECTION IN PUBLIC PARTICIPATION ACTIVITIES

Access in collecting and analyzing the research data that involve public participation in the elaboration and implementation of spatial planning documents includes the following logical steps:

1. Identifying the target audience and sample- Depending on the document to be developed and the data to be collected, the target audience includes all residents of the municipality (e.g. in drafting the MDP and MZM, where collecting any spatial relevant data is necessary, which cannot be obtained through other sources) or all residents of the neighborhood (e.g. this applies in case of drafting detailed Regulatory Plans for certain areas or neighborhoods);

In cases where for planning issues the goal is to obtain data not from the entire population, the method of sample can be used in two ways: Random, which includes selecting by lot a certain number of residents within the municipality or a certain number of people from all neighborhoods, a certain number of each stakeholder and the not random selection, which includes selecting deliberately a significant number of each stakeholder or volunteers and anyone who wants to provide information;

2. Data collection - in the planning processes, data is collected during the planning phase when the provision of data by the public for a certain issue is necessary (e.g. the identification of problems and challenges, the determination of priorities, in determining the development conditions, in particular the terms of construction or planning any specific issue, etc.). Data from the public is also collected at the stage of assessing the implementation of spatial planning documents in order to understand whether plans' goals and objectives are achieved, and what effects are achieved with their implementation. Data collection from the public is done through various methods such as questionnaires, interviews, etc. (For more detailed information, see Annex 2 and 3).

3. Data analysis and interpretation - is a transitional step between collecting a variety of data and drawing conclusions. This important step is dedicated to data classification by subject, in particular by gender, age and people with special needs. Special attention should also be paid in presenting the data received from the public. The data analysis depends on whether they are quantitative or qualitative. Quantitative data analysis requires the interpretation of results and verification of their meaning. Some questions that should be asked during the analysis are: Do these data make sense? How can the numbers and results help us decide what the next actions are? etc.

Qualitative data analysis should be done systematically. In most cases these data provide real results. For the interpretation of these data are required analytical skills.

4. Development of conclusions - In this step, attention should be paid in drawing conclusions that are valid and reliable, but also expressed in a way that can be understood by the public.

ANNEX 2:

QUESTIONNAIRES

What are questionnaires?

Questionnaires are one of the basic tools to gather information to better understand the public's view on a matter without having to contact everyone. But to obtain more reliable results, a larger number of citizens should be aimed. The questionnaires are conducted in such a way that the questions are clear and easily understandable to ensure the collection of necessary information.

Questionnaires enable the data collection in a structured way and are a measure for evaluating the community's opinion or issues at a certain time and area. Questionnaires can be conducted face-to-face, as interviews by phone or forms fulfilled by interviewees that can be sent by mail or can be "online". One should be cautious in providing the necessary resources for the collection and analysis of sheet-answers.

Different methods create mode effects that change how respondents answer, and different methods have different advantages. The most common ways of conducting questionnaires are by:

- Phone calls
- Mail and E-mail
- Online
- Personal in-home surveys

Advantages	Disadvantages
<ul style="list-style-type: none"> • Anonymity of respondents encourages sincere answers. • A high amount of information can be collected for a short timeline from a high number of participants.. • Standardized answers that make it simple to compile data. • Provide access to the distributed population or living in a considerable distance. • Allow access to all strata of the population. • Allow respondents sufficient time to respond. • More economic because enable interviewing larger samples for a lower total cost. 	<ul style="list-style-type: none"> • Mainly usable only for qualitative data. • Low responses from citizens threaten bias results. • There may be need for additional contact by telephone or mail to stimulate them in order to have the answers. • No chances of clarifying questions, in case not understood or different interpretation of the questions. • Depend on the level of education of respondents.

Collecting data from questionnaires is based on quantitative / statistical and qualitative questions. Also adding quotes from participants helps the process and the reliability of the findings. Analysis and findings of the data collected can be by a researching team based on qualitative research methodology and by computer based on quantitative based on a use of a software package.

Example: the case of Prishtina

QUESTIONNAIRE ON IDENTIFYING THE PROBLEMS OF URBAN REGULATORY PLAN OF YOUR NEIGHBORHOOD

Clarification: this questionnaire aims to identify the problems of the content of the Urban Regulatory Plan of neighborhoods Mati 1, Arbëria, Tophane, New Prishtina (west zone), Center 1 and 2. The data gained from the questionnaire will serve the municipality to identify problems in the implementation of regulatory plans in these neighborhoods.

1. Which URP includes your neighborhood:

- a. Mati 1
- b. Arbëria
- c. Tophane
- d. Center 1 and 2
- e. New Prishtina– west zone

2. Who do you represent?

Company: (name/ type) _____

Organization: (name /type) _____

Representative of the neighborhood: (location) _____

Resident of the neighborhood: (name/ surname) _____

Your address: _____

3. Are you aware that your neighborhood has an Urban Regulatory Plan?

- Never heard of it
- I heard something about it
- Yes, I am familiar with it
- I am not sure

4. Have you been informed during the URP drafting phase?

- a. YES
- b. NO
- If YES:

5. Were your requirements taken into account during the preparation?

- a. YES
- b. NO

6. How much are you familiar with the URP content of your neighborhood?

- A little
- Very little
- A lot
- Not at all

7. What is the problem in your neighborhood regarding the implementation of the URP? (give a simple description)

8. Why is this problem? What would be the result if it would have been resolved?

9. Whose is this problem? Who's got it?

10. Who would be interested in its solution? (Give names of individuals, organizations that should contribute in its solution?)

11. Where is this problem?

In the whole neighborhood

In a part of the neighborhood

12. How long is it a problem? When does it appear: in a specific hour, constant or another? _____

13. What will happen if nothing is done to solve this problem?

14. Which URP projects have impacted your life:

- Access in services and shops
- Joint public spaces and parks
- Roads
- Access in public transport
- Job opportunities
- Terms of residence
- Joint public spaces and parks
- Sports facilities

15. Are you or are residents of your neighborhood interested to be part of the projects that will be developed from the implementation of your neighborhood's URP?

Yes

No

16. Did you or other residents of your neighborhood contributed before in investments related to the implementation of your neighborhood's URP?

Yes

No

If yes, explain with what kind of resources you have contributed and for what type of project (for e.g. investments in the treatment of sewage system, road ...)

- Money _____
- Working tools (what kind) _____
- Land (How many ares/ hectares) _____
- Human resources _____
- Other _____

17. Can you contribute to improve the living conditions in your neighborhood? (circle the answer)

Yes

No

If yes, state with what kind of resources you can contribute:

- Money _____
- Working tools (what kind) _____
- Land (How many ares/ hectares) _____
- Human resources _____
- Other _____

18. If you answered “yes” the question 16, can you tell in which field are you interested to contribute:

Residence _____
Education _____
Health _____
Culture _____
Sport and recreation _____

Treatment of public spaces- squares, parks, boulevards

Environmental protection

- a) Greenery _____
- b) Awareness campaigns _____
- c) Collection/ removal of litter _____

Management of natural disasters (treatment of river beds/ streams)

Infrastructure and transport

- a) Roads _____
- b) Parking lots _____
- c) Pavements _____
- d) Bicycle lanes _____
- e) Water supply system _____
- f) Sewage system _____
- g) IT infrastructure / telecommunications _____
- h) Public transport _____

Cultural heritage (specify) _____

Economic development activities:

- a) Business _____
- b) Tourism/ catering _____
- c) Agricultural/ farming _____
- d) Industry (specify the type) _____
- e) Construction _____
- f) Crafts/ artisans _____
- g) Other (specify) _____

Activities of civil society/ community (specify) _____

Other (please specify) _____

19. If you answered “yes” the question 16, can you tell in which conditions/ preconditions are you interested and are willing to contribute to improve the living conditions in your neighborhood? (Provide as many answers as needed)

- Money
- I don't have preconditions;
- Will contribute only if the municipality covers most of the expenses;
- Will contribute only if my/ our investments are evaluated/ displayed publicly;
- Will contribute only when others will contribute;
- Will contribute if in short term I will have a direct benefit;
- Will contribute when I see long-term benefits;
- Will contribute when..... (Also explain other conditions not mentioned above;

ANNEX 3:

INTERVIEWING

It is the most simple and quick method of getting opinions from citizens and for data collection. In the context of the development of spatial planning documents, at the planning phase the interview is used to collect data especially needed for the profile part and situation assessment. It is a particularly useful in the evaluation phase of the plan implementation because it provide detailed information.

Advantages and disadvantages of interviewing are:

Advantages	Disadvantages
<ul style="list-style-type: none"> • It can be done immediately by using existing human resources; • Can be done face-to-face or by telephone, depending on the number of interviews needed and the time required; • They are flexible and not limited to the questions set, which enables the interviewer to better understand the views and opinions of the citizens; • Enables the assessment of the power of stakeholders' views (which is always a valuable information); • Requires little training or preparation in addition to understanding the scope and context of it and the ability to conduct effective interviews. 	<ul style="list-style-type: none"> • May take quite some time, especially face-to-face interviews; • Cannot generate quantitative results, e.g. unlike the survey; • Can give different results for different interviewers because of the personal style, the ability to remember details and differences between individuals.
<p><i>Source: Citizens participation in decision making (Research Triangle Institute International)</i></p>	

Interviewing is usually done one-to-one, but it can also be a group interview. One of the first steps in interviewing is to find informants who are knowledgeable and are able to provide relevant information. The types of interviews are:

The type of interviews	Characteristics
Informal conversational interviews	Questions emerge from the immediate context and are questions in the natural course of things. The questions, topic or formulation are not predetermined;
Interview with leading approach	Topics and issues to be covered are specified in advance, in narrative form. The interviewer decides about ranking and formulation of questions in the course of the interview;
Standard interview with open questions	The exact formulation and sequence of questions are determined in advance. Respondents are asked the same questions in the same sequence. The questions are formulated in an unlimited form (open questions);
Interview with closed answers	The categories of questions and answers are predetermined. Respondents choose among fixed answers.

Practical hints for effective interviews:

- Make sure you have clearly defined the purpose of the interview and the interviewers have understood it well, so that the interviewing is clear.
- A basic element of the interview, which the interviewer should know is the length. Basically an interview should not be shorter than 30 minutes.
- Also explain what the information from interviews will be used for and the kinds of people who are being interviewed.
- Try to show as much respect for the interviewee during the interview - they will feel satisfied because their views are being considered important.
- The interviewer should create comfortable and relaxing atmosphere during the process - he/ she should not be scared during the interview, and the sense of humor is considered an asset.
- Avoid closed questions that have the answer option YES/ NO; open questions (without orientation or alternative of answers) are the most comprehensive; do not manipulate the respondents.
- The interviewer should elaborate a summary report of the interview as soon as possible after the sessions are completed and to base the reports in the notes taken during the interview or to record them (permission must be taken before each interview). It is preferred to write an interview report before moving to the other, so that the material is fresh and clear and reporting is accurate.

- h) Ensure the confidentiality of the interview. Do not use names if the interviewers ask so. If the summary of the interview is distributed publicly, be sure to protect the confidentiality of the interviewees.

ANNEX 4 :

FOCUS GROUPS

What are focus groups?

Focus groups are an effective method of collecting qualitative data to better understand the range of views that exist within a community or a community group. They provide a detailed discussion regarding any clearly defined issue or topic. Since participants in these groups differ by age, gender, education and socio-economic status, etc., it is also expected that their views would be different. In this way, during the planning process, focus groups help to create a complete picture of how certain issues impact the community.

The selection of participants

Usually the selection of a representative sample of participants is made depending on the addressed issue and potential contribution of participants. Or, participants may be randomly selected from a larger group of community, given their ability to provide knowledge on the matter that is treated.

During the establishment of the focus group, it is important to ensure that its composition reflects the target population in terms of gender, ethnicity, religion, political views, socio-economic status, age, education, and any other important aspect. It is also important that the selected persons are interested to participate. Their identification can be achieved through consultation and references from local contact persons who have connections with various community groups.

If possible, focus group participants should be compensated for their commitment. If this is not possible, in every case, travel expenses, access of people with special needs, drinks and light meals during the working sessions should be compensated. A relaxed working atmosphere encourages participants to speak and promote an open discussion, two factors vital to a successful focus group.

The structure of focus group

There is no strict rule on what is the appropriate number of the focus group members. Usually, it is preferable that the number of members is from 6 -12 people. It should be noted that despite the need to have more people for a more vivid discussion, often large number of participants make it impossible to successfully manage the teamwork. Therefore, these two aspects must be carefully balanced, in order to achieve the expected results of the focus group work.

What matters most is the determination of the number of necessary focus groups in order to cover the need for information required during the planning process. This is valued continuously by the authority responsible for spatial planning, which establishes focus groups for relevant topics.

Focus group meetings

Working sessions of focus groups are preferred not to last more than two hours, including the time for short breaks. The time set should be respected and in accordance with this the necessary questions for discussion should be covered. The facilitator of the meeting is responsible for the progress of the discussion and should focus on the topic. Thus, the role of the facilitator is essential for a successful work of the focus group. A good facilitator should be skilled to lead a discussion by getting included very little to make it clear to the participants that their contribution to the process counts. The facilitator should not express his opinions about the issue being discussed and should ask additional questions to stimulate responses from participants.

The management of the discussion

The facilitation of the discussion in the focus group meetings requires certain skills. Therefore, the facilitator should be flexible, able to follow the course of the discussion and respond in the right time and proper manner.

- After the presentation of participants and the overall goal of the focus group, general questions are asked aiming to include participants in the discussion. It is made clear to the participants that there is no right or wrong answer and that it's fine if there is non-compliance with the responses of others.
- Questions should be open, in order to provide opportunities for long and explanatory answers. Participants are asked to express their views, feelings and experiences.
- The facilitator should be careful that the whole group is involved in the discussion.
- Participants should have enough time to think about the questions raised.
- The discussion should be developed with minimal interference by the facilitator. Comments or tips on the contributions of the participant should not be given. The role of the facilitator is to collect information and not to provide it.
- Setting some ground rules of communication within the group (mutual respect, the ability of each to express themselves, accepting the opinion of others, etc.) provide opportunities to avoid situations and undesirable

behaviors, such as the dominance of the discussion, the expression of negative attitudes or emotional outbursts that are unacceptable. In such cases it is required from the facilitator to direct the discussion towards a productive one by reacting calmly and by dialogue.

- It is very important that besides the facilitator, his/ her assistant also keep detailed notes during the meeting. Nonverbal behaviors and reactions of the participants and everything that can help the facilitator in interpreting as better statements of participants as possible should be registered.
- With the approaching of time for closing the meeting, the facilitator should begin concluding the session by summarizing the discussion to reassure the declarations of participants and the way of interpreting them. With a quick review of comments from the meeting is made a list of the main joint topics to indicate what is most important to participants.

In the end, the facilitator should thank the participants for their contribution by assuring them that their statements will remain confidential.

ANNEX 5:

EVALUATION FORM

“WORKSHOP.....”

Date:

Place:

1. **TO WHAT EXTENT DO YOU THINK THAT THE SET AIMS OF THE WORKSHOP ARE ACHIEVED?**

Aim 1 · Enable civil society, the business community and others to be involved in spatial and social planning in order to improve the living conditions.

Aim 2 · Strengthen the dialogue and cooperation between the civil society and business community with local authorities.

Aim 3 · Raise awareness of civil society, business community, citizens and others about the right of ownership towards the Municipal Development Plan, Municipal Zoning Map, etc.

Aim 4....

- Very large
- Large
- Moderate
- Small
- Not at all

2. **TO WHAT EXTENT IS THE INFORMATION OBTAINED DURING THE WORKSHOP USEFUL FOR YOUR DAILY WORK?**

- Very large
- Large
- Moderate
- Small
- Not at all

3. **WHICH PART OF THE WORKSHOP YOU LIKED MOST? YOU CAN ANSWER IN MORE OPTIONS**

- Session 1
- Session 2
- Session 3

4. **HOW MUCH ARE YOU SATISFIED WITH THE LEVEL OF ORGANIZATION AND METHODOLOGY OF WORKSHOP?**

- Very satisfied
- Satisfied
- Moderately satisfied
- Enough
- Not at all

5. **HOW DO YOU CONSIDER THE WORKSHOP AGENDA?**

- Overloaded
- Loaded
- Adequate
- Very easy

6. **YOUR COMMENTS OR ADDITIONAL SUGGESTIONS ON HOW TO IMPROVE THIS WORKSHOP IN THE FUTURE?**

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