### URBANA ARENA DESIGN

*Methodological guidelines for designing, co-creating and hosting a translocal arena for sustainable and just cities*

M5/May 2019

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**Work Package**

2. Developing the Urban Arena for Sustainable and Equitable Solutions

**Deliverable**

2.1 UASES Concept and Guidelines

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# Table of Contents

1. Introduction  
   1.1 Aims of the UrbanA Arena  
   1.2. The UrbanA Arena design  
   1.3. Outline of this report  

2. Theoretical & methodological background of the UrbanA Arena design  
   2.1. Urban sustainability transitions and transition governance  
   2.2. Transition management and the transition arena  
       Transition management principles  
       Transition management cycle  
       The Transition Arena  
   2.3. A socio-political and multi-actor perspective on urban transitions  
   2.4. Translocal empowerment of civil society  
   2.5. Co-creation and social learning concepts: From arenas and living labs to network weaving, communities of practice and pattern language.  
       Communities of Practice  
       Transformation oriented Social Learning  
       Knowledge Co-creation and pattern language  

3. The Design of the UrbanA Arena  
   3.1 Guiding principles for the UrbanA Arena  
   3.2 Building blocks of the UrbanA Arena design  
       3.2.1 UrbanA Arena events  
       3.2.2 UrbanA Arena side events  
       3.2.3 Community of practice  
   3.3 The aims of the UrbanA Arena events and the basic elements of the organization  
       3.3.1 Call for Activities  
   3.4 Participatory and facilitation methods for the Arena events  

4. UrbanA participants  
   4.1 Types of UrbanA participants  
   4.2 UrbanA Participant application procedure
This document has been prepared in the framework of the European project UrbanA - Urban Arena for sustainable and equitable solutions. This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 822357.

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.3 UrbanA participant selection</td>
<td>41</td>
</tr>
<tr>
<td>5. UrbanA Arena Evaluation and monitoring</td>
<td>42</td>
</tr>
<tr>
<td>5.1 Aims of UrbanA monitoring and evaluation</td>
<td>42</td>
</tr>
<tr>
<td>5.2 UrbanA monitoring and evaluation framework</td>
<td>42</td>
</tr>
<tr>
<td>5.3 Future development of the monitoring and evaluation framework</td>
<td>44</td>
</tr>
<tr>
<td>References</td>
<td>45</td>
</tr>
<tr>
<td>Appendices</td>
<td>49</td>
</tr>
<tr>
<td>Appendix 1 - Participatory and facilitation methods</td>
<td>49</td>
</tr>
<tr>
<td>Appendix 2: Examples call for activities</td>
<td>59</td>
</tr>
<tr>
<td>Type of sessions</td>
<td>59</td>
</tr>
<tr>
<td>Appendix 3 Steps to be taken for organizing UrbanA Arena events</td>
<td>60</td>
</tr>
<tr>
<td>Appendix 4 Monitoring and Evaluation guidelines</td>
<td>61</td>
</tr>
<tr>
<td>1. Practical suggestions for documentation</td>
<td>62</td>
</tr>
<tr>
<td>2. Guiding questions for observation</td>
<td>63</td>
</tr>
</tbody>
</table>
1. Introduction

Cities assume a key role in addressing grand societal challenges, including climate change, scarcity of resources, increasing inequality and poverty, and new migration patterns. More recently, linked in large part to the recent financial and housing crisis, rising socio-economic inequalities have put the social cohesion and resilience of European urban and peri-urban areas to the test. While a number of EU-funded research projects have unearthed various drivers of social inequality and contributed to the development of approaches capable of addressing them, the need to synthesize, broker and cohesively communicate the knowledge generated through these projects remains.

UrbanA (Urban Arenas for Sustainable and Just Cities) takes up the challenge of synthesizing and brokering the knowledge and experience generated in research and/or innovation projects that deal with approaches tackling urban (un)sustainability and (in)justice, including issues of environmental degradation, climate risks as well as urban inequalities and social exclusion. In this way, UrbanA aims to support city-makers - including policy-makers, activists, entrepreneurs, citizens and other engaged individuals and intellectuals – in transforming European cities into sustainable and just urban and peri-urban environments.

UrbanA will do so by launching and facilitating a transdisciplinary and translocal Arena process that provides a co-creative space to bring people together to identify and generate promising approaches for sustainable and just cities. Over the coming three years, a series of four Arena events will bring together city-makers and city-thinkers across Europe. The UrbanA participants will be engaged in diverse ways and to differing degrees. This process design is developed in WP2 (focus of this deliverable) and will be monitored and adapted throughout the three years of the project.

Before we specify what the aims of UrbanA are, how we propose to design the UrbanA Arena and how this report is structured, it is important to clarify some basic concepts and units of analysis:

- **UrbanA Arena**: The overall network and process along the three years, including four Arena events, Arena side events and the Community of Practice (online and in person interactions before, after and during the four Arena events).
- **UrbanA Arena event > referred to as ‘Arena event’**: The four 1,5 day blended events organized by the UrbanA consortium (previously referred to in the UrbanA project proposal as ‘arena conventions’)
- **UrbanA pre-/post arena side event > referred to as ‘Arena side event’**: These are smaller in person sessions that are organized by a consortium partner prior or after and related to the Arena events. Their findings are used to organize the Arena events and the findings of the Arena events feed into the side events.

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1.1 Aims of the UrbanA Arena

The UrbanA project aims to

1. **synthesize and broker the knowledge for sustainable and just cities** generated by prior EU-funded projects and translate this knowledge into applicable and actionable knowledge,

2. **empower participants** to take up this knowledge and apply it in their (local) practice,

3. **facilitate interaction among diverse participants** working on sustainable and just cities with different backgrounds and break sectoral and intellectual silos and
4. **influence policies at multiple scales** that set the framework for working towards sustainable and just cities.

These four aims serve an overarching goal of creating a two-way knowledge exchange: making research outcomes more accessible for practical application and thus translating and transferring academic knowledge to society, while at the same time making practical knowledge more available to policy and academia.

The UrbanA Arena contributes to reaching the UrbanA aims by creating a space for **action, reflection** and **connection** for sustainable and just cities with a diversity of actors across disciplines and domains.

**Table 1: Elaboration of the aims of the UrbanA Arena process**

<table>
<thead>
<tr>
<th>Reflection</th>
<th>Action</th>
<th>Connection</th>
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<tr>
<td>Identify existing approaches addressing sustainable &amp; just cities</td>
<td>Empower city-makers to design and transform sustainable &amp; just urban environments</td>
<td>Enable city-makers to share knowledge and experience across cities, regions and domains</td>
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<tr>
<td>Generate new, alternative &amp; improved approaches</td>
<td>Lobby/advocate for sustainable &amp; just cities</td>
<td>Develop and/or deepen local, translocal and regional networks in a wider community of practice</td>
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<td>Consider the inherent tensions &amp; paradoxes of urban (un)sustainability &amp; (in)justice</td>
<td>Influence policy agendas at local/municipal, national, regional and EU levels</td>
<td>Map and synthesize the large diversity of existing projects, approaches and people striving and taking actions for sustainable &amp; just cities</td>
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**1.2. The UrbanA Arena design**

The UrbanA Arena is a three-year process that includes a series of four **Arena events** and various other **Arena side events** (e.g. such as workshops or webinars) that offer a space for collective reflection, action and connection. The UrbanA Arena is designed to generate actionable knowledge for designing and transforming cities into sustainable, inclusive and thriving urban environments. For the design of the UrbanA Arena, we build on insights from sustainability transitions and in particular the approach of transition management and one of its instruments, the ‘transition arena’ (see section 2). However, we also further develop the transition arena approach for the international UrbanA context, using insights on e.g. Urban Living Labs, translocal networks, social movements and transition experiments (see section 2).

Table 2 below provides an impression of the aims of the four different Arena events that are further elaborated in section 3.
### Table 2: The aims of the Arena events

| Arena #1 | Location: Rotterdam | Date: 28-29 November 2019 | Mapping approaches to urban sustainability and justice | Orienting & Reflecting | • Exploring a (broad) range of projects and approaches addressing urban (un)sustainability and (in)justice  
• Developing common ground for the UrbanA approach for sustainable and just cities  
• Co-creating knowledge and sharing experiences among UrbanA fellows and participants |
| --- | --- | --- | --- | --- | --- |
| Arena #2 | Location: Barcelona | Date: May/June 2020 | Distilling and analyzing drivers of injustice in different domains of urban sustainability and at their intersections. | Orienting & Reflecting | • Reframing the (domain specific) problem definition of barriers for reaching more just and sustainable cities  
• Creating a shared understanding of the problem definition - analysis per domain and cross-domain. |
| Arena #3 | Location: Berlin | Date: Feb/March 2021 | Identifying decision-making approaches and governance frameworks for sustainable and just cities | Agenda setting & Activating | • Identifying feasible ways to continuously reflect, re-evaluate and include diverse actors and their understanding of justice in processes of urban governance  
• Assessing and re-developing scenarios in which political arrangements reflect ambitions on social justice and equity as well as other dimensions of sustainability  
• Creating a policy and research agenda for improving political arrangements in support of sustainable and just cities |
| Arena #4 | Location: Brussels | | Reconnecting policy: solutions for sustainable and just cities | Agenda setting & Activating | • Developing policy actionable recommendations for actors operating at multiple levels  
• Influencing local, regional, national and EU |

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Besides the thematic focus of each Arena event, there is also a meta-level theme that spans across all Arena events, which is the topic of knowledge brokerage within, among and beyond EU-funded projects. One of the main questions related to that theme is: How can the knowledge generated in EU-funded projects be (better) synthesized, shared and transferred among European city-makers? How, to what extent and under which conditions can this knowledge, and these processes of knowledge exchange, contribute to making European cities more sustainable and just?

1.3. Outline of this report

This document outlines the overall design of the UrbanA Arena, including the underlying process methodology, describing the background of the arena approach and its translation to UrbanA’s aims. The goal of this document is to serve as guidelines for the UrbanA consortium of the ‘what’, the ‘why’ and ‘how to’ organize and host Arena events and Arena side events. The theoretical and methodological background of the UrbanA Arena is outlined in section 2, including the application thereof to the UrbanA Arena. In section 3, the design of the UrbanA Arena is outlined. Section 4 elaborates on the audience of UrbanA and the profile of UrbanA Arena participants (this will then be further elaborated in task 2.2, MS2). Section 5 presents the UrbanA Arena Monitoring and Evaluation. The Appendices include participatory and facilitation methods that can serve as inspiration for organizing UrbanA Arena events and Arena side events.
2. Theoretical & methodological background of the UrbanA Arena design

The UrbanA Arena design has been inspired by (urban) sustainability transition research and the transition management approach, which includes the ‘transition arena’ as a specific participatory method to engage people in a collective process of understanding, learning, visioning and experimenting around specific societal transition challenges. This transition management approach has been co-produced by researchers, policy-makers and other practitioners and applied in hundreds of contexts, across different domains, regions, cities and neighborhoods across the world (Rotmans et al. 2001, Kemp and Rotmans 2009, Loorbach 2007, 2010, 2014, Roorda et al. 2014, Wittmayer and Loorbach 2015, Loorbach et al. 2017, Frantzeskaki et al. 2018). The concepts and methods are in a constant state of development, being continuously adapted and extended on the basis of these experiences and the accompanying explorative and design-oriented action research (similarly to what has become known in programming and platform design as “perpetual beta” O’Reilly 2005). Likewise, the UrbanA project will be further developing and co-producing the arena approach in its own translocal and urban European context. This section introduces sustainability transitions, transition management and the transition arena, as well as additional perspectives that are relevant for developing the UrbanA Arena design.

2.1. Urban sustainability transitions and transition governance

Social change and the human capacity for transformative change have always been sources of inspiration for many researchers. The interdisciplinary field of sustainability transitions (hereafter referred to as ‘transition research’) is a relatively new field that emerged out of a coalescence between various ‘interdisciplines’, including innovation studies, science and technology studies, complexity theory and governance theory (Grin et al. 2010, Markard et al. 2012, Loorbach et al. 2017). Underlying these different backgrounds and perspectives lies a shared focus on transitions: Processes of long-term change in which societal systems are structurally transformed. While the original focus of the field was on socio-technical systems (e.g. transport, energy, agriculture, etc.), recent years have seen increasing attention to urban transitions (Loorbach et al. 2016, Frantzeskaki et al. 2017, 2018), and to the more social and political aspects of transformative change. This includes explicit attention to topics of power and politics (Voß et al. 2009, Geels 2014, Avelino et al. 2016) and grassroots innovation (Seyfang and Smith 2007, Haxeltine and Seyfang 2012, Smith and Stirling 2018), as well as links with other emerging fields such as social innovation research (Moulaert et al. 2017, Avelino et al. 2017, Westley et al. 2017).

The understanding of transition processes can be distinguished from the understanding of how actors (can) influence transition processes: The former is referred to as transition dynamics, the latter as transition governance. There are several perspectives on transition governance, ranging from predominantly analytical and descriptive to more prescriptive models such as transition management. One of the main principles of transition management is that it “tries to utilize the opportunities for transformation that are present in an existing system” by “joining in with ongoing dynamics rather than
forcing changes” (Rotmans et al. 2001). The underlying assumption is that full control and management of persistent problems is not possible, but that one can ‘manage’ these problems in terms of adjusting and influencing the societal system, by organizing a joint searching and learning process focused on understanding, envisioning and experimenting with alternative solutions. Supporting such a collective learning process is a key principle of the UrbanA Arena design.

Transition governance builds on the idea that in a network society (a society organized via networks as a result of, inter alia, globalization and digitalization), actors organize themselves and develop solutions to societal problems. This implies that solving societal challenges cannot be managed or steered by one party/actor only and thus should involve multiple actors in a complex and dynamic process of top-down and bottom-up actions. These processes involve multiple actors from different institutional logics (government, business, community, NGOs, academia). In UrbanA, we take such a multi-actor perspective (see more in section 2.3) and strive to involve a diversity of actors across multiple institutional logics.

Different actors often have different perspectives and different understandings of the same problem. Therefore addressing wicked problems becomes difficult as there is no shared understanding or collective problem definition. As such, a second principle of transition governance is the need to reframe the problem towards building a shared sense of direction. Reframing the problem in a participatory way stimulates the development of a shared narrative and therefore aligns investment and action in a similar direction. In order to guide short term and medium term actions, visioning can be a driver for innovation and experimentation. As a representation of the belief in alternative futures, a visioning exercise can be a tool to “facilitate and empower actors and networks, so that they can more strategically work on transitions, explore more radical innovation trajectories, and formulate alternative goals and agendas” (Loorbach et al. 2017, p.614). In addition, experimentation is a way to materialise and ‘prefigure’ alternative futures and to enable learning processes aimed at co-developing and implementing alternative and innovative solutions. The importance of providing space for such experimentation has been found to be a key factor for urban transformations (Von Wirth et al. 2018, Wolfram et al. 2017). In the UrbanA Arena design, we aim to include all three elements - reframing the problem, visioning and experimentation - in order to accommodate and find complementarities and synergies among the different perspectives and understandings offered by Arena participants.

2.2. Transition management and the transition arena

In the literature, transition management is positioned as a specific type of sustainability governance, with reference to concepts such as reflexivity, networks, social learning, participation, co-creation, co-production and actions research. Transition management is an approach that has been used for facilitating co-creation of knowledge and social learning among diverse societal actors. This approach has proven to be effective in supporting governance for sustainability transitions in multiple domains (e.g. energy, food mobility, water, waste management, education) and/or in specific geographical contexts where different
domains overlap in one locality (e.g. regions, cities, neighbourhoods). Recent years have seen an increasing interest for urban transitions and for the application of transition arenas and living labs in the urban context (Roorda et al. 2014, Loorbach et al. 2017, Frantzeskaki et al 2017). From a transitions perspective, cities are seen as testbeds for innovative and alternative practices to tackle sustainability challenges. Therefore transition governance approaches are aimed to instigate the urban transformative capacity (Wolfram 2016). As from the early 2000s transition management applications have been implemented in diverse urban settings in e.g. The Netherlands, Germany, Belgium, France, Honduras, Australia, the UK, Sweden, Japan and China (Loorbach et al. 2016, Frantzeskaki et al. 2018, Von Wirth et al. 2019).

Transition management intends to tap into the transformative capacity of **change agents** that strive to contribute to a more just and sustainable society. For people working on urban development, from policy makers to practitioners, the concepts and approaches of transition management can help understanding of the complexity of their task and the broader context that they aim to influence and change (Wittmayer and Loorbach 2015).

For researchers, transition management can be an analytical lens to understand the dynamics of urban sustainability transitions both historically and in the present. Herein researchers are not just describing and analyzing transition management practices or developing instruments, nor are they merely involved in evaluating interventions and offering suggestions for improvement. Rather, researchers are often also actively involved in preparing and organizing participative processes in various contexts and policy fields. As such, transition management also implies a particular epistemological position vis-à-vis knowledge production, taking an explicitly transdisciplinary approach and making use of action research methods where the researcher is not an outside observer but an active part of the object of study and critically aware (and reflexive) of this being so (Wittmayer and Schäpke 2014).

**Transition management principles**

Transition management include the following principles (adapted from Loorbach 2010):

- **Content and process are inseparable.** Insight into the system undergoing change is essential to influence it effectively.
- How transition management is used should be **adapted** to the context where it is applied.
- **Long-term thinking** guides short-term actions and policies.
- **Objectives should be flexible** and adjustable.
- **Timing** of interventions is crucial for effectively playing into ongoing dynamics.
- **Creating protected spaces** is needed for change agents to build up alternative structures.
- **Focus on (social) learning** including diverse perspectives, diverse knowledge and a variety of options is a necessary precondition for change.
• Participation from and interaction among diversity of actors is necessary to develop support for policies and to reframe problems and solutions.

Transition management cycle

The operational approach of transition management is captured in a cyclical process model, which serves to organize a participatory multi-stakeholder process aimed at envisioning, learning and experimenting. This process includes several phases (Loorbach and Rotmans 2005) (see Figure 1 below):

A. Orienting: Understanding, analyzing and exploring the challenges at hand and (re)framing the problem(s). This includes establishing a transition arena.

B. Agenda setting: Envisioning alternative futures that are more just and sustainable, developing a transition agenda and identifying transition pathways.

C. Activating: Conducting transition experiments and mobilizing networks.

D. Reflecting: Monitoring, evaluating and learning from the transition experiments and consequently adjusting vision, agenda and coalitions.

The most appropriate sequence of these phases is very context-dependent. While in many cases it makes sense to start with orienting and analyzing the challenges, there are also cases in which people start with evaluating experiments that have already been done and from there move to a (re-)orientation on what the challenges and problems are.
The Transition Arena

A central element in transition management is the set-up of a transition arena: a temporary experimentation space and network in which participants co-create knowledge, critically reflect and develop new ideas, visions and actions. Arena participants are involved in a collective process that includes all of the aforementioned phases (orienting, agenda-setting, activating and reflecting). Rather than only involving people in one aspect (e.g. a visioning session or a particular pilot experiment), the idea is that the participants are involved in the whole process and in all phases, including problem definition, coalition-formation, experimentation, mobilization of others and evaluation.

The UrbanA project, in the way that its proposal and grant agreement have been set up, is inspired by the transition arena approach and its different phases. The mapping process (D3.1), this UrbanA Arena design (D2.1) and the shaping of the first Arena event in November 2019 can all be regarded as part of the orienting phase. Regarding the four UrbanA Arena events, the first two will focus on orienting and reflecting (mapping and identifying barriers and opportunities), the last two on agenda-setting and activating (governance solutions and policy recommendations). In section 3 we further specify which
phases and activities of the transition management cycle are addressed in which phase of the UrbanA project.

2.3. A socio-political and multi-actor perspective on urban transitions

The multi-actor perspective (Avelino and Wittmayer 2016) distinguishes different institutional logics along three axes: 1) informal – formal, 2) for profit – non-profit and 3) public – private. The state is characterized as non-profit, formal, and public; the market as also formal, but private, and for-profit; and the community as private, informal, and non-profit. Finally, the ‘hybrid sphere’ is conceptualized as an intermediary sector overlapping the other three. This sphere includes non-profit organizations as well as intermediary organizations (e.g. social enterprises or cooperatives) that cross institutional boundaries (between profit and non-profit, private and public, formal, and informal). While sectors in themselves can be and often are framed as ‘actors’, they can also be approached as ‘institutional logics’ or ‘frames of reference’ within which collective or individual actors operate and with which they interact. These logics are not fixed, rather the boundaries between them are contested, blurred, shifting and permeable.

The multi-actor perspective unpacks different levels of actor aggregation within the broader institutional logics. Each institutional logic can also be viewed as a site of struggle and/or cooperation among different individual actors (e.g. the state as interactions of politicians, civil servants and voters; the market as interactions of consumers and producers). In each institutional logic, individual actors tend to be constructed in a different manner, ranging from ‘resident’ or ‘neighbour’ to ‘citizen’ or ‘consumer’. These constitute the roles of individual actors. A single individual can be referred to through different roles in different institutional logics, e.g. a policy-maker is also a citizen, neighbor, consumer and possibly a volunteer in their free time (see Figure 2 below).
Obviously, and in contrast to the figure above, the dimensions of different institutional logics are not neat and equal, perfectly aligned and balanced triangles. Instead, there is constant struggle and contestation over how these institutional logics should be named, shaped and positioned towards each other. The multi-actor perspective specifically aims to identify and explore how power relations change, both across institutional logics and within institutional logics between different organizational and individual roles. More specifically, the multi-actor perspective serves to question and analyze how different domains and professional fields - e.g. water, energy, health care, urban planning, education, art, and science - combine and ‘travel’ across different institutional logics. Which institutional logic dominates in a particular domain or field differs for each city, region and nation, and it is a topic of constant political debate which institutional logic should prevail. Is (health)care a universal right that citizens have in the state logic, is it something people buy on the market, or is it something for people to self-organize in their community context? Similar questions apply to mobility, housing, energy, the provision of green urban spaces, and any other urban domain.

Understanding the different logics and roles of multiple actors in these urban context and domains, and how the power relations between these actors and logics are shifting, is crucial for UrbanA’s ambition to link issues of ecological sustainability to social (in)justice. Through its attention to power relations, the multi-actor perspective serves to specify urban sustainability transitions as not only socio-technical but also socio-political processes. Both in academic and policy discourses on sustainability, there often is a strong focus on the material - technological and/or environmental - aspects of urban development. A more explicit socio-political perspective invites us to view changing actor relations and actor roles as being at the center of urban development. This means that it is not just about asking what the roles of different actors are, but also about understanding how these roles are shaped, contested, and shifted over time.
actors and actor constellations are in transitions towards more just or sustainable cities. Rather, urban sustainability transitions in themselves consist of changing actor roles and relations, and of shifting boundaries between sectors.

Changing the very problem definition of sustainability from one of a need to balance economic, environmental, and social equity goals to a need to contend with imbalances in such a way as to empower social equity and environmental goals is a major change in the way we see actor relations and roles. Not only do such dynamics imply new and changing relations between the community, the market and the government, they also generate new roles within each of these sectors, e.g. ‘social entrepreneurs’ or ‘prosumers’, in which the roles of residents, consumers and activists are combined with those of entrepreneurs and producers. This blurs the very distinction between for-profit and non-profit, market and community, and raises questions about the (new) roles of the public sector and intermediary organizations in dealing with these new ‘in-between’ roles in both community and market logic.

In the context of the UrbanA project, the multi-actor perspective informs arena design in the following ways. First, it highlights that in the arena events, it will be important to acknowledge and take into account that individual participants play different roles at the same time in the urban context, and that these roles, and the power relations between actors, are constantly shifting, contested and negotiated. The implications for the UrbanA Arena design are that we need to ensure that participants in UrbanA Arena events are not only diverse in their institutional contexts and roles, but also that individuals are encouraged to reflect on their different roles - not only in their professional capacities as, for example, urban planners, policy-makers, activists or researchers, but also as urban citizens, consumers and neighbors.

A second implication of the multi-actor perspective is that urban interventions may have consequences across different institutional logics, including (intended or unintended) mechanisms of exclusion and injustice. For instance, a policy intervention may have unintended and perverse effects in the market or community context, or vice versa. So in UrbanA events, when discussing (mapping, analyzing, developing, evaluating etc.) potential approaches for making cities more just and sustainable, it is crucial to reflect not only on how these approaches affect one’s own roles, but also how they may affect other people across various institutional contexts. Especially when assessing which approaches can be transferred, replicated, scaled, mainstreams, diffused etc., it is important to be aware that each institutional logic comes with its own processes of institutionalization, e.g. standardization and bureaucratization (state logic), commercialization and commodification (market logic), socialization and normalization (community logic). Each of these processes comes with (intended and unintended) mechanisms of inclusion and exclusion. The question is who is being included and who is being excluded, in which ways and according to which logic (commercial, bureaucratic, social, etc.).

A third implication of a multi-actor perspective is developing trust between individuals as a key factor for brokering and sharing knowledge across different cultural and institutional contexts. To collaborate
effectively, those collaborating in transition networks need to have some level of confidence in their collective capacity to envision and effect change, and on an individual basis that they will exert some influence over this, and their knowledge, perspectives and values be taken into account. This is particularly important when bringing together people who work in different cultural and institutional contexts (including the community as an informal institutional context). If there is no common reference point in a shared institutional or cultural context, it is all the more important to create trust at the individual level as a basis for looking beyond cultural and institutional differences. On a broader scale, one of the key challenges relating to trust is radically different conceptions of hope, change and transition that not only vary geographically across the continent, but also in relation to class, ethnicity and other cleavages. Such social imaginaries speak not only to whether things will get ‘better’ or not, but also if it is even possible to transition to a sustainable and just society given the perceived failings of existing state and non-state institutions. Programmatic promises are often met with cynicism, and not without reason given past experiences. For these reasons, the UrbanA Arena design pays particular attention to ‘trust-building’, especially amongst those actors whose knowledge and interests usually tend to be marginalized in urban development processes and meetings.

2.4. Translocal empowerment of civil society

There is growing attention to the role of civil society in urban sustainability transitions (Frantzeskaki et al. 2017), including attention to social movements, community initiatives, social innovation and grassroots innovation1 (e.g. Seyfang and Smith 2007, Seyfang and Haxeltine 2012, Smith 2012, Smith and Stirling 2018). In relation to the multi-actor perspective, the concept of ‘civil society’ covers a very broad category, which includes all citizens, connected both in the informal community logic and in the formal non-profit sector, as well as many hybrid organizational forms such as social enterprises and cooperatives. When referring to civil society it is important to emphasize that also policy-makers and business men are part of the civil society in their role as citizens. Innovations driven and implemented by civil society actors have been playing an important role in addressing grand societal challenges for the past several decades, and play a key role in contributing to urban transformations. In the absence of adequate action at national and global levels, civil society initiatives in the form of community initiatives or groups of citizens of various shapes and sizes (e.g. from regions to cities to neighborhoods) in multiple contexts, are responding with their own actions and initiatives.

Civil society initiatives are referred to in multiple ways. Some authors refer to them as ‘grassroots innovations’, others as transition initiatives (ARTS project) or simply as community-based initiatives (TESS project) or community-led initiatives (ECOLISE, distinguishing actions that are initiated by and under the control of local communities from externally-led interventions at community scale). What matters is that

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1 ‘Grassroots innovations’ (GIs) are defined as ‘networks of activists and organizations generating novel bottom-up solutions for sustainable solutions that respond to the local situation and the interests and values of the communities involved’ (Seyfang and Smith 2007).
there are initiatives everywhere across the globe implementing social change in neighborhoods, cities and rural areas. They are doing this through community energy initiatives, basic income experiments, cooperative banks, ecovillages, co-working spaces, digital fabrication workshops, sharing platforms, agriculture cooperatives, urban labs and in many other ways. Rather than waiting for systems to change, these initiatives are creating new ways of doing, thinking and organizing, based on ecological and human values and by nurturing common goods and treasuring basic human rights and democracy. While the outcomes of their work often align with, and can support, centralized and top-down efforts towards sustainability and justice, the means by which they achieve these suggest alternative transition pathways rooted in radically different, more democratic and inclusive, perspectives and social processes (Penha-Lopes and Henfrey 2019). In parallel to this increasing attention for the role of civil society in urban transitions, there is also growing attention to the translocal and transnational diffusion of innovation (e.g. Coenen and Truffer 2012, Feola and Nunes 2014, Hansen and Coenen 2015, Feola and Him 2016). A particularly interesting concept in the context of the UrbanA project is that of translocal connections, i.e. connections between different localities; between cities, regions and continents, between physical and virtual places, but also between urban and rural areas. The concept of translocality serves to describe how processes of identity formation of social groups and their related practices and localities transcend spatial boundaries. Translocality “does not only mean the addition of a translocal scale between ‘the global’ and the local”, but also that “socio-spatial scales are (i) not given a priori, but rather socially produced, (ii) simultaneously fluid and fixed and (iii) fundamentally relational” (Greiner and Sakdapolrak 2013: 376, McFarlane 2009).

Many civil society initiatives are supported, promoted, connected and organized through translocal network organizations. These translocal networks share several important characteristics. First, these networks have a diverse repertoire of actions. They are not just protesting against existing systems, but also creating and implementing alternatives and innovations by changing social relations and experimenting with new ways of doing, thinking and organizing. Second, because they are simultaneously locally rooted and globally connected, they can integrate the best of both the global and the local, connecting communities internationally and promoting global solidarity while also acknowledging and appreciating specific local identities and traditions. This combination of innovative spirit and translocal connection is important to empower people to take collective action. A comparative analysis of 20 social movements (Pel et al. 2017, Haxeltine et al. 2017, Avelino et al. 2019, TSI-manifesto 2017) has identified several dimensions of translocal empowerment (see Table 3 below).

In urban settings, many such translocal networks involve or originate in social movements working against social inequalities and for greater social justice. They typically build on existing urban development concerns (inadequate access to healthy and secure housing; land and real estate speculation; mass tourism; poor environmental and health quality in lower-income and minority neighborhoods) to articulate social equity and justice demands within and through the urban space. They in many cases emerged as a reaction to the 2007 financial, economic, and housing crisis (for example, the PAH anti-eviction platform in Spain). Because they directly question structural inequalities and practices linked to
them, they often come into conflict with local public and private institutions. Such conflicts have helped directly improve urban interventions, change the terms of political agendas and propose new laws, regulations, incentives and subsidies in ways that make cities more just, inclusive, and equitable places.

Examples of translocal networks working towards urban sustainability and justice include the Right to the City Alliance, Contested Cities or the European Action Coalition for the Right to Housing and to the City at the international level, for instance. Some are also embedded in research centers such as the CURA Centre for Urban Research on Austerity and INURA International Network for Urban Research and Action. Others are connected with transformative translocal movements that have a strong presence in cities without being particularly focused on the urban per se, such as the Transition Towns movement of local initiatives for community resilience and the Degrowth activist-academic movement. Other examples of social movements relevant in the urban context include the International Co-operative Association and its Cooperative Housing International network of co-housing initiatives, the Slow Food movement, the European Federation of Ethical and Alternative Banks (FBEA), the Time Banks network (reciprocal service exchange where people trade their time rather than money, as a way to empower people marginalised from the formal labour market), the Intercontinental Network for the Promotion of the Social Solidarity Economy (RIPESS), the Sharing Cities initiative of Shareable, the Basic Income Earth Network working on basic income experiments in several cities, the International Observatory for Participatory Democracy, which connects municipalities and other local partners working on participatory budgeting and other forms of participatory democracy, the Impact Hub network (connecting Impact Hubs of social entrepreneurs in 100+ cities across the world), FABLABS (digital fabrication workshops) and its recent FabCity initiative, the DESIS-network (design for social innovation and sustainability), and the international Living Knowledge Network of science shops aiming to provide an entry point for citizens to influence academic research.

Local initiatives connected with these movements maintain a strong local base within cities themselves where they rally residents, neighbors, and other activist platforms around social and environmental justice claims. For instance, a city like Palma has at least half a dozen groups fighting for the right to the city for residents, including Ciutat per a qui l’habita i no per a qui la visita (City for Those who Live in it not who Visit it), Sindicat de Llogaters Mallorca (Tenants Unions Mallorca), PAH Mallorca, STOP Desnonaments (STOP Evictions), and the Federació d’Associacions de Veïns de Palma (Federation of Neighbors’ Associations of Palma).

Such movements from and within different cities will be important city-makers for the UrbanA Arenas as they can raise more fundamental questions linked to unsustainable development paths and practices (i.e. housing and land speculation) and create “productive conflicts” in ways that push participants beyond their “comfort” zone - something much needed to address inequalities, discrimination, exclusions together with environmental unsustainability. Those are also the actors left behind in large institutional settings and dialogue processes, although their contribution, voices, knowledge, and practices are essential to understand and address social and environmental justice needs.

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There are many more examples of relevant movements and initiatives, some focusing more on contentious actions (political action, protest, reclaiming rights etc.), others focusing more on innovation and prefigurative actions (Monticelli 2018), and some combining both in a diverse repertoire of actions. Given UrbanA’s focus on linking justice and sustainability, it is particularly important to look at this whole range of collective action, and to make sure that we include and engage activist groups whose fights have social justice and rights to homes/housing at the center of their struggle, and who explicitly address structural constraints related to urban sustainability practices for working class, immigrants and minorities.

Table 3. Dimensions of empowerment in relation to local and translocal mechanisms (adapted from Avelino et al. 2019)

<table>
<thead>
<tr>
<th>Dimension of Empowerment</th>
<th>Individual &amp; collective sense of empowerment</th>
<th>Local mechanisms for deepening</th>
<th>Translocal mechanisms of expanding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relatedness</td>
<td>We are related to each other</td>
<td>Creating conditions to renew relations in ways that support wellbeing (e.g. face to face contact, spontaneous interactions).</td>
<td>Meeting and relating to others in other places.</td>
</tr>
<tr>
<td>Autonomy</td>
<td>We can determine what we do</td>
<td>Creating local contexts that facilitate doing things differently in line with one’s values.</td>
<td>Creating larger supportive contexts for autonomous action – e.g. by pooling resources and creating alternative markets.</td>
</tr>
<tr>
<td>Competence</td>
<td>We are good at what we do</td>
<td>Developing &amp; sharing local skills &amp; expertise through hands-on experimentation and learning</td>
<td>Developing and sharing translocal skills and expertise, through becoming part of a larger movement and developing strategies for wider transformation</td>
</tr>
<tr>
<td>Impact</td>
<td>We can make a difference</td>
<td>Changing local circumstances and expanding ideas to local communities.</td>
<td>Increasing access to resources and legitimacy, based on evidence of local and global impact.</td>
</tr>
</tbody>
</table>
If we claim that the UrbanA Arena and the project events aim to ‘empower’ people, the dimensions of empowerment in table 3 above based on social psychology are useful to design the events systematically, to involve the participants and to evaluate to what extent different dimensions of empowerment are being facilitated.

So far, the transition arena approach has not yet been applied at a translocal scale like in the UrbanA project. Although there have been several international and translocal projects in which transition management has been applied, discussed and compared across different localities and contexts, the transition arena processes themselves have often been focused on a local/regional/national context. As such, one of the main challenges for UrbanA will be to connect insights from transition management to insights on translocal empowerment and to integrate this into the design of a translocal arena approach. The next section addresses key methodological advances UrbanA will attempt by elaborating upon concepts of Urban Living Labs, Communities of Practice, Transformation oriented Social Learning and Knowledge Co-Creation.

2.5. Co-creation and social learning concepts: From arenas and living labs to network weaving, communities of practice and pattern language.

The novel form of the transition arena approach that UrbanA will employ to address the specific context of urban transitions to sustainability and justice will draw on a number of other related approaches from research and practice, namely:

- Urban Living Labs
- Communities of Practice

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● Transformation oriented Social Learning
● Knowledge Co-Creation

The following paragraphs describe each of these approaches in turn.

**Urban Living Labs**

In recent years, so called Urban Living Labs are emerging as a form of collective urban governance and experimentation to address sustainability challenges and opportunities (Nevens et al. 2013, Voytenko et al. 2016, Bulkeley et al. 2016). Although these labs have different goals, are initiated by various public and private actors and consist of different types of partnerships they are defined as sites devised to design, test and learn from social and technical innovation in a real-life urban setting (Marvin et al. 2018). At the heart of these Urban Living Labs lies the notion that these urban sites can provide a learning environment where the co-creation of innovation can be pursued between research institutes, public institutions, private organisations and community actors (Liedtke et al. 2012). Voytenko et al. (2016) discern five key characteristics of Urban Living Labs: Geographical embeddedness, experimentation and learning, participation and user involvement, leadership and ownership, and evaluation and refinement.

Urban Living Labs are aimed at designing, testing and implementing sustainable solutions for all kinds of urban challenges, e.g. in the build environment, food system, the energy system, and the mobility system. However, they do not only have the aim of testing out new practices, but also possibly mainstreaming and scaling up successful experiments across systems as to contribute to broader systems change (Marvin et al. 2018). Von Wirth et al. (2019) state that in order to move beyond the phase of experimentation towards the institutionalization of sustainable solutions a greater care and attention for the interrelations with more orthodox and formal structures in urban policy and governance is required. In order to do so, the authors indicate six specific strategies that aim to support the diffusion of innovations and know-how developed within Urban Living Labs to a broader context: “Transformative place-making, activating network partners, replication of lab structure, education and training, stimulating entrepreneurial growth and narratives of impact.” (2019: 240). It is argued that Urban Living Labs contribute to the diffusion of more sustainable structures, cultures, and ways of doing things differently in cities.

So while there are quite some similarities between Urban Living Labs and transition arenas, the labs are primarily focused on the actual testing and implementation of possible solutions, while the transition arena is much more focused on deliberation and exchanging perspectives via problem structuring, envisioning and agenda-setting. For UrbanA it is interesting to include the learning-by-doing mind-set in such experimental sites of testing out more sustainable and just solutions to urban challenges. It is however also interesting to tap into the learning experiences of the participants involved and to look at the possible ways of diffusing and/or mainstreaming of the tested solutions.
Communities of Practice

The Communities of Practice (CoP) approach is interested in how learning occurs in social learning systems. The approach is designed to serve simultaneously as a framework for analysis and as a guide to organizational design (Wenger 2000: p. 226). Individual organizations are understood as units that should themselves be designed in accordance with the identified principles of social learning systems, while also forming part of broader social learning systems such as industries, regions or consortia of organizations. Learning here is defined as an interplay of socially defined competences and individual experiences. While established knowledge (as a social structure) shapes individual experiences, e.g. of new apprentices of a practice, individual experiences of members can also be turned into opportunities for transforming the knowledge base of a collective. Regarding such participation of individuals in social learning systems, the approach distinguishes three modes of belonging: engagement, imagination and alignment. All of these modes need to be combined and balanced in particular ways, if social learning systems (such as organizations) are to be successful. Communities of practice are at the center of this approach, as these collectives are key to the development of social competences, drawing on a sense of joint enterprise as well as on relationships of mutuality and produce “a shared repertoire of communal resources - language, routines, sensibilities, artifacts, tools, stories, styles, etc.” (Wenger 2000: p. 229). Such repertoires of communities and shared practices in general create boundaries. These boundaries are highly relevant for social learning, since reaching across such boundaries, i.e. into other communities of practice, enables different sorts of social learning than the interactions within a single system of social learning. People can strategically engage in spanning the boundary between particular communities (e.g. in pairs, as ‘outposts’ or ‘roamers’) and broker elements of practices from one community to another. Artefacts such as tools, but also blueprints, routines, procedures and shared narratives can serve as ‘boundary objects’, if they are attributed with meanings in different communities of practice. Some civil society-led movements dedicated to transformative action for urban sustainability and social justice have explicitly adopted Community of Practice as a model for collaborative action. An example is the Municipalities in Transition project (MiT), that links community initiatives (in both urban and rural areas) worldwide working in partnership with local government. The MiT Community of Practice seeks to become an evolving, self-regulated action learning network dedicated to sharing and deepening knowledge arising through experience of collaboration between community-led initiatives and municipal authorities.

The UrbanA project developed a learning process in which the project consortium does not only combine the competences of the involved organizations but also reaches out strategically to other researchers and practitioners in city making. Designing such a learning process in the form of a series of arena events builds on the understanding that all participants in these events and the consulted experts will form a Community of Practice. Many of the concepts that together form the CoP approach informed the designing of the events and the interactions among the participants also in the periods between these events. Reflecting on different types of boundary work, for example, helps with effectively organizing and sharing the work of learning from established communities of practice, like urban planners, energy experts.
etc. Individual UrbanA fellows will be tasked with spanning the boundaries between the UrbanA CoP and their professional CoP.

**Transformation oriented Social Learning**

Social learning has been studied and conceptualized in multiple ways, ranging from more behaviorally oriented to more inclusive and transformative modes of learning that emphasize reflexivity, capacity-building and competence. Through fundamentally altering societal rules, norms and power relations, social learning may itself contribute to transform social networks, as well as wider societal and institutional structures.

One specific type of social learning that will be taken into consideration in UrbanA Arena is transformation oriented social learning. This type of learning is emancipatory, multi-voiced, it requires multi-scale and multi-actors interactions as well as engaging more with societal ‘matters of concern’ (Macintyre et al. 2017). Transformation oriented learning enables various dimensions of transformation - personal, practical, political and societal (Lotz-Sisitka 2012). UrbanA Arena aims to support transformation oriented learning and elements related to this type of learning will be therefore integrated in UrbanA Arena design, principles and aims (see Section 3).

**Knowledge Co-creation and pattern language**

A key feature of Urban Living Labs is their status as sites of knowledge co-creation (Bulkeley et al 2016, Lehman et al 2015). Social, economic and cultural life in cities, in both their ongoing expression and development, rely centrally on metis - the embodied, experiential knowledge of urban dwellers engaged in practical everyday pursuits, often overlooked in centralized planning initiatives with disastrous consequences for inclusion, equality and the diversity of urban life (Scott 1988). In contrast, urban living labs emphasize processes of experimentation, learning and reflection is increasingly recognized as vital in urban change processes seeking to enhance sustainability and justice (Yoytenko et al 2016). Knowledge co-creation of this type has been reported as a vital ingredient of successful strategies for urban sustainability, regeneration and justice in a variety of domains and settings (e.g. Campbell et al 2016, Frantzeskaki & Kabisch 2016, Juujärvi & Pesso 2013, Nunes et al 2014).

Pattern language is an approach to knowledge representation and co-creation resulting from social learning on the part of (possible diverse) changemakers who collaborate as a community of practice. The approach was originally developed in the field of urban design (Alexander et al. 1977) to capture the features of building and settlement design that evoke a felt sense of alignment with organic, generative processes (Alexander et al. 1979). It has since been applied in a vast range of fields, in which a ‘pattern’ represents a mutable and mobile solution to a recurrent problem context, and a ‘pattern language’ the full set of patterns that might arise in any particular domain of activity, along with their inter-relationships (Leitner 2015). In the process it has evolved through three recognizable stages in which pattern, respectively, function to: Aid communication between designers and users, thus overcoming power
imbances resulting from asymmetries in knowledge (first generation); support incremental knowledge co-creation among expert and non-expert collaborators (second generation) and enable conversation and shared reflection about the knowledge co-creation process itself in addition to its products (third generation) (Iba 2013). An emerging fourth generation of pattern languages explicitly seeks to support transformative social change processes characterized by regular cycles of self-evaluation (Finidori et al. 2015).

The UrbanA Arena process will seek to leverage the complementarity between this feature of contemporary pattern languages and the phases of orientation, agenda-setting, activation and reflection that make up the transition management cycle. It will explore creation of a fourth generation pattern language for urban transitions to sustainability and social justice that captures the co-created, collective knowledge of the community of practice emerging from network weaving among consortium partners and other arena participants. The patterns in this domain will comprise the approaches, and perhaps drivers, governance approaches and policy recommendations developed in the four successive arenas, and be recorded on the project wiki (wiki.urbana.eu, see also D3.1 Guidelines on the mapping of approaches). As pattern language is a complex and somewhat abstract notion, its application to UrbanA will remain largely for internal use among consortium members.

The UrbanA Arena process will draw upon the lessons of ULL’s and pattern language in designing and delivering Arena events and other activities as spaces of active knowledge co-creation that invite participation of diverse actors and create space to express, evaluate and integrate the diverse forms of knowledge and modes of its expression they offer. In this way, we will facilitate knowledge co-creation processes that transfer knowledge and experiences across sectors and societal domains as well as along multiple cultural contexts. Acknowledging the prominence of academic researchers and universities in the UrbanA consortium (despite UrbanA not being a research project), we will take account of the particular roles that academics can and do take in urban change processes. Academics increasingly collaborate with and support grassroots initiatives dedicated to transformative urban change (e.g. Chatterton 2018; Sekulova et al 2013). The involvement as partners of non-academic organisations representing both local government (ICLEI) and civil society (ECOLISE) means the UrbanA consortium is already a cross-sector partnership dedicated to transdisciplinary knowledge co-creation. These processes will expand and unfold as the knowledge co-creation community spirals outwards through the Arena process to include further and more diverse city-makers and city-thinkers.
3. The Design of the UrbanA Arena

This section describes the design of the UrbanA Arena including its guiding principles, the overall rationale of the UrbanA Arena events and the UrbanA Arena side events, as well as the description of the Community of Practice.

3.1 Guiding principles for the UrbanA Arena

A translation of the theoretical and methodological underpinnings of sustainability transitions research and transition management (see section 2), in combination with deliberations in the UrbanA consortium so far, led to eight guiding principles that serve as a backbone for the UrbanA Arena. We propose the following guiding principles for designing the UrbanA Arena:

1. **IMPACT-DRIVEN - Contribute to sustainable and just cities and be sustainable and just in itself.**
   This means that the actions and organizational choices within the UrbanA Arena have a positive impact or are at least concerned with its social and environmental impact, both in the process and towards its outcomes (see section 3.2.2). To facilitate more inclusive participation and increase the environmental sustainability of the events, UrbanA aims to use blended formats for the Arena events that enable online participation of events.

2. **INTERACTIVE - Stimulate multi-actor interactions through interactive processes and methods.** A diverse group of city-makers and city-thinkers will be involved and supported to share their knowledge and experience in order to help synthesize, criticize and deepen the lessons that can be drawn from existing findings. Be inclusive towards and accommodate multiple perspectives, experiences and ways of being and knowing. Reflexivity is an important aspect of the interactions that we facilitate. As described in section 2.3 the multi-actor perspective shows how individuals have multiple roles and that these shift or are contested over time. We encourage reflexivity about roles and about (un)intended side effects that can occur as a result of changing roles.

3. **DIVERSE - Maximize the diversity of participants with extra effort to engage marginalized groups as much as possible and specifically avoid that we reproduce existing mechanisms of exclusion and marginalization.** This implies that the UrbanA hosts and UrbanA facilitators aim to involve a diverse mix of participants (people from different geographical contexts, domains, sectors, scales, backgrounds) and will take into consideration gender balance and ethnic diversity of the group (see section 4). Engaging a diverse group of UrbanA participants requires being sensitive to the engagement of actors with diverse interests, values, knowledge and cultures. This will therefore have implications for the organization of the events, the setting of the sessions and the use of facilitation methods.

4. **CO-CREATIVE - Co-create knowledge addressing complex problems.** To make the UrbanA Arena relevant to the participants, knowledge co-creation principles and methodologies are used to co-create the content of the Arena events and the Arena side events with diverse city makers and
city thinkers. This means, for example, that individuals and groups will be invited (through a Call for Activities) to contribute to the UrbanA events through the organization of sessions. Another way is to involve the participants in the agenda setting of the Arena event with the participants (e.g. by using the open space methodology).

5. **ROOTED - Build on existing urban transition dynamics and innovations.** The UrbanA Arena takes into consideration existing civil society initiatives, innovative governance processes and other (social) innovations contributing to sustainable and just cities that are already active in different European cities, and build on their knowledge and networks. This means that UrbanA Consortium will take into consideration, as one of the criteria for the selection of the UrbanA Arena participants, the level of engagement of individuals in existing networks, initiatives and organisations contributing to sustainable and just cities (see section 4).

6. **CONTEXT-AWARE - Support local processes and actors addressing context specific challenges contributing to urban sustainability and just transformations.** The Arena events and especially Arena side events provide an opportunity for participants from different contexts to bring forward their learning needs and experiences in addressing specific local challenges. Through facilitating learning, reflection and the sharing of UrbanA insights we stimulate participants to apply their gained insights into their local context.

7. **TRANSLOCAL - Foster translocal connections and collaborations.** The UrbanA Arena stimulates interactions and collaborations between actors operating at different scales and levels and in different societal domains. This means, for example, that UrbanA Arena links local processes (e.g. innovative approaches towards more just and sustainable neighborhoods) with processes at the European level (e.g. European policies enhancing social inclusion) or national level. UrbanA Arena fosters reflection upon and development of multi-level innovative solutions.

### 3.2 Building blocks of the UrbanA Arena design

This section provides an overview of the building blocks of the UrbanA Arena design. The core of the UrbanA Arena are the **four Arena events** (section 3.2.1) and the **Arena side events** (section 3.2.2). This combination (see figure 3) enables us to have focused conversations on issues that are relevant to various levels, including local, regional/European and translocal levels and have accessible events. Beyond the organization of these events is a **Community of Practice** (section 3.2.3) that offers continuous engagement and learning during the three years of the project.

#### 3.2.1 UrbanA Arena events

These are the four big Arena events which were previously addressed in the UrbanA project proposal as ‘Arena conventions’. Each UrbanA Arena event is a 1,5 day event organized by one of the UrbanA consortium partners. Each WP3-6 lead (i.e. Arena host) is responsible for preparing, organizing, hosting and reporting on one Arena event (see WP3-6). Each event therefore takes place in a different European city. The set-up of the Arena events enables both in person and online participation through blended learning.
facilitation. The blended format of the UrbanA Arena events will provide the opportunity for people who are not able or willing to travel long distances to attend, as well as being more environmentally friendly.

All four Arena events build upon each other and relate to each other both content-wise as well as process-wise. Each Arena event is a successive step in getting from a systematic mapping of approaches for sustainable and just cities (Arena #1) to the development of in-depth policy recommendations (Arena event #4). The outcome of an Arena event provides the input for the next. In addition, all of the arena side events (see next section) organized in different contexts will be linked to the Arena events, as shown in the figure below (figure 3). Ideally, representatives of the side events participate (in person or online) in the Arena event in order to transfer knowledge and insights from local contexts into the discussions of the Arena events. See section 3.3 for a full elaboration of the arena events.

![Figure 3. Interactions among Arena events and Arena side events.](image)

### 3.2.2 UrbanA Arena side events

These are smaller arena side events taking place before or after the Arena event. All Arena side events are organized by the UrbanA consortium, preferably in collaboration with other organizations (e.g. active groups or initiatives, local government, etc.). The aim of these events is to offer additional and possibly more accessible opportunities - next to the main Arena event - to engage city-makers and city-thinkers across Europe to reflect on and to address context-specific challenges around the topic of sustainable and just cities. These side events also contribute directly to the bigger Arena event and to the direction and outcomes of the UrbanA Arena as a whole and its various outcomes (database, policy recommendations, etc.).

These Arena side events have an experimental set-up. Therefore each session might have a different aim and use different methods or formats depending on the context-specific needs, such as a small workshop, webinar or a contribution to another local initiative. These events might take place in other places than the host country of the Urbana Arena events. The organization of these side events is optional, and may be combined with other activities such as e.g. the organization of participatory mapping sessions as one of the methods in the UrbanA mapping process (see deliverable D3.1). The form and size of a side event depends on the availability, capacity and interest of the UrbanA consortium partners.

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As part of WP4-6, each UrbanA Host (organizer of an Arena event) scopes the set-up of potential side events (in the same way that WP3 proposed a participatory mapping pre-event as a way to prepare for the first Arena). This set-up can then be elaborated, adapted and implemented by other UrbanA partners who are willing to organize an additional UrbanA session.

**Figure 4. The graphic representation of the Arena side events, Arena events and their interrelatedness.**

### 3.2.3 Community of practice

During the UrbanA project, we will actively build a Community of Practice (CoP) -- i.e., a network of individuals who share a passion for sustainable and just cities. The CoP refers to everyone who is actively participating, contributing and/or following the (online and offline) activities and/or outputs of the UrbanA project as a whole. During the project we will develop a set of online engagement and communication activities to foster the involvement of a broader audience.

All four Arena events, Arena side events and all other activities foster the continuous engagement of the CoP with the activities and output of the UrbanA project. Creating this type of community allows UrbanA participants and followers to continuously engage before, after and in between arena events. In this way we ensure that the aims of the UrbanA project as a whole are not confined to the short episodes of the Arena events or Arena side events themselves.
We will invite the Arena participants to an online UrbanA webinar prior to each Arena event in order to build the community and prepare participants for the main Arena events. In addition we will encourage UrbanA Arena participants to continue being engaged by using the UrbanA materials (e.g. tools, reports, podcasts, wiki page etc.) that will be uploaded to the UrbanA website and LinkedIn group (see D7.1). The community of practice includes participants of the Arena events, UrbanA (pre/post-arena) sessions and those who are interested in following UrbanA but are not participating in any of the events and sessions. The CoP also considers other EU-projects that allow for synergies with UrbanA such as sister projects from the same Transformations call (H2020) (see D7.1 for an elaboration on cooperation with related EU projects).

In practice, the CoP will be coordinated by ICLEI in close collaboration with ECOLISE and other partners. As shown in Figure 5, ECOLISE will set up the infrastructure for the CoP, including a specific page on the UrbanA website, social media channels, a wiki and webinars, while ICLEI ensures a basic level of ongoing network facilitation (e.g. by posting relevant links, monitoring discussions and contributing, etc.).

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partners organizing an Arena event will also contribute to the CoP while their WP is active, posting materials on the relevant channels, answering questions, and the likes. The aim of this strategy is to ensure that multiple partners contribute at any point to the CoP, ensuring a more dynamic space and better burden sharing. A more detailed plan will be developed by ICLEI and ECOLISE before M7 for discussion at the Rotterdam project meeting.

Table 5. Activities and responsibilities of the consortium in fostering the CoP

<table>
<thead>
<tr>
<th>Activities and responsibilities within CoP</th>
<th>Offline</th>
<th>Lead: all partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arena side events (offline)</td>
<td>Offline</td>
<td>Lead: all partners</td>
</tr>
<tr>
<td>Pre-arena webinar (x4)</td>
<td>Online</td>
<td>Lead: ECOLISE. Contribution of DRIFT, UAB, ALU-FR, ICLEI (arena organizers)</td>
</tr>
<tr>
<td>Attending non-UrbanA events or sister projects events</td>
<td>Offline</td>
<td>All partners, ICLEI keeps a list of sister projects and possibilities to connect with them &amp; ECOLISE keeps track of relevant events with all partners inputting</td>
</tr>
</tbody>
</table>

Communication channels and UrbanA output

<table>
<thead>
<tr>
<th>Communications: Website and social media (LinkedIn, Twitter, Instagram)</th>
<th>Online</th>
<th>Lead: ECOLISE. Contribution of all partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>UrbanA brochure</td>
<td>Online</td>
<td>Lead: DRIFT and ECOLISE. Contribution of all partners</td>
</tr>
<tr>
<td>News articles, sound bites, podcast and videos</td>
<td>Online</td>
<td>Lead: CEU and ECOLISE. Contribution of all partners</td>
</tr>
<tr>
<td>Policy papers, infographics, blogs</td>
<td>Online</td>
<td>Lead: ICLEI and ECOLISE. Contribution of all partners</td>
</tr>
</tbody>
</table>
3.3 The aims of the UrbanA Arena events and the basic elements of the organization

As described in section 2, the four Arena events build on transition management theory, principles and operational approaches. More specifically, the first two events are focused on orienting and reflecting (mapping and identifying barriers and opportunities), and the last two are focused on agenda-setting and activating (governance solutions and policy recommendations). In Table 4 we present the aim of each UrbanA Arena event together with a short description of the main content of each Arena event.

Table 4: The aims of the UrbanA Arena events

<table>
<thead>
<tr>
<th>Arena #1</th>
<th>Orienting and reflecting:</th>
<th>The mapping database (WP3) will be presented in an accessible way so that participants can easily engage with the database (as in critiquing, adapting, extending and deepening). This will lead to a completion of the database, a collective understanding of the breadth of approaches for sustainable and just cities and acknowledgment of different perspectives on this theme (‘reflection’). Secondly the aim is to get to know each other as it is the first time that the Arena participants meet each other (‘connection’). As such the first Arena is instrumental to the mapping process and serves as a ‘kick off’ for the Arena participants.</th>
</tr>
</thead>
</table>
| **Topic:** approaches to urban sustainability and justice | ● Exploring a (broad) range of urban sustainability and justice problems and transformative approaches addressing them  
● Develop common ground of the UrbanA approach for sustainable and just cities  
● Getting to know fellow arena participants | |
| **Location:** Rotterdam | **Date:** 28-29 November 2019 | **Host:** DRIFT |

<table>
<thead>
<tr>
<th>Arena #2</th>
<th>Orienting and reflecting:</th>
<th>Based on our meta-analysis (T4.1) of domain-specific and cross-domain drivers, manifestations and solutions for urban social inequality and exclusion that have been identified in our UrbanA mapped projects/approaches (WP3), the objective of this Arena is to bring together city makers and practitioners in order to discuss and expand the results from this analysis, and thus enhance common understandings on mechanisms and conditions that bring about inequalities and exclusion, as well as possible ways to address them. We will dedicate an important part of the Arena event to cross-domain dialogue.</th>
</tr>
</thead>
</table>
| **Topic:** drivers of injustice in different domains of urban sustainability and at their intersections | ● Reframing the (domain specific) problem definition of barriers for reaching more just and sustainable cities  
● Creating a shared understanding of the problem definition-analysis | |
| **Location:** Barcelona | **Date:** May/June 2020 | **Host:** UAB |

<table>
<thead>
<tr>
<th>Arena #3</th>
<th>Agenda setting and activating:</th>
<th>Building on the analysis of drivers of inequality, agency in such processes and possibilities for reducing such drivers in real world governance contexts are identified. Based on such analysis, a series of scenarios is developed that identify possible pathways for the establishment of governance arrangements favorable of inclusivity in urban sustainability policies. Preliminary scenarios developed in the consortium.</th>
</tr>
</thead>
</table>
| **Topic:** decision-making approaches and governance frameworks for | ● Assessing and re-developing scenarios of governance arrangements  
● Creating a policy and research agenda for improving governance | |
| **Location:** | **Date:** | **Host:** |

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**D2.1 | UrbanA Arenas - Concept and Guidelines**

<table>
<thead>
<tr>
<th>Location: Berlin</th>
<th>Location: Brussels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date: Feb./March 2021</td>
<td>Date: September/October 2021</td>
</tr>
<tr>
<td>Host: ALU-FR</td>
<td>Host: ICLEI</td>
</tr>
</tbody>
</table>

Arena #4

**Topic:** reconnecting policy - solutions for sustainable and just cities

**Location:** Brussels

**Date:** September/October 2021

**Host:** ICLEI

<table>
<thead>
<tr>
<th>Agenda setting and activating:</th>
<th>Agenda setting and activating:</th>
</tr>
</thead>
<tbody>
<tr>
<td>○ Developing policy recommendation for the local and EU-level</td>
<td>○ Developing policy recommendation for the local and EU-level</td>
</tr>
<tr>
<td>○ Influencing local, regional and EU agenda</td>
<td>○ Influencing local, regional and EU agenda</td>
</tr>
</tbody>
</table>

**Arena #4 will take its starting-point from the palette of solutions that will be synthesized in WP6. These will build on the outputs from the previous three Arena events and the work of WPs 3-5. This final Arena event has the clear purpose of reconnecting the Urban Arena’s outcomes to policy and practice, in order to ensure the uptake of the distilled solutions and generate a long-term impact on policy across multiple levels of governance.**

Although each Arena event has its own specific aim and focuses on specific content, our ambition is to organize each Arena event in such a way that there is a coherent sequence of events and that the Arena events are similar in their set-up and atmosphere. To ensure unity and coherence, each Arena event will include some basic elements. The basic elements - that adhere to the design principles (section 3.1) - are recurring characteristics of the Arena events that make them recognizable as a series.

**Basic elements for organizing each UrbanA Arena event:**

- **Inspiring and regenerative atmosphere**
  - Arena events are organized in an **inspiring venue** that ideally is exemplary to the content and principles of UrbanA: sustainable and just. This means that the organizers of each Arena (side) event take into consideration the sustainability of the catering, the cultural and social value of the chosen venue for the local context, etc.
  - Arena (side) events will include **regenerative and socially inclusive elements.** The venue of each Arena (side) event will include welcoming spaces for participants to connect, as well as others to rest and reflect. Catering will be healthy, sustainable, and vegetarian.
  - Arena (side) events will include **inspiring facilitation methods and interactive exercises** fostering self and collective reflections and collaborations, as well as to encourage the active participation of a diverse group of participants (e.g. taking into consideration different cultures, views and perspectives).
The design of the Arena (side) events will take into consideration the dimensions of empowerment in relation to local and translocal mechanisms described in section 2.4 and outlined in table 3. These dimensions are useful to involve the participants and to evaluate to what extent the different dimensions of empowerment are being facilitated.

- **Interactive and co-created program**
  - The Arena events will invite participants to become UrbanA facilitators and contribute by organizing and facilitating sessions during each Arena event. Arena facilitators will be selected via a call for activities.
  - The Arena events will consist of a combination of plenary sessions and interactive breakout sessions. The plenary sessions will be organized and facilitated by the UrbanA consortium members. The interactive break-out sessions will be organized by both UrbanA consortium members and UrbanA facilitators.
  - The Arena (side) events will invite inspiring city-makers and city-thinkers to share insights from their activities, projects or theories. City makers and city thinkers can be invited to give a speech or participate in the Arena (side) events. Arena Hosts can also organize field visits to visit local active groups and initiatives contributing to enhance sustainability and social justice.

- **Reporting**
  - In order to link the insights gathered in the preparation of the Arena event, the Arena side event will share some sort of debrief of the main insights. A debrief of previous Arena (side) event(s) as well as a summary of the overall UrbanA Arena (e.g. description of the Community of Practice, the overall aims of UrbanA, other events linked to UrbanA project) will be given during each Arena event. In this way participants will be informed and updated about the overall UrbanA Arena its activities and follow up steps. This ensures an equal level of information to all Arena participants.

- **Monitoring and evaluation** of each Arena event. This process will involve the documentation of the Arena event (e.g. by taking notes, recordings, videos, etc.). Participants of each Arena event will be asked to agree to be recorded in pictures, videos or recordings through a written agreement. The monitoring and evaluation of the arena events is described in Section 5 and will be guided by a standardized format that will be developed by Task 2.3. The evaluation and monitoring of each Arena event will also serve as an input for the next Arena event.

- **Blended participation (for the Arena events only)**. Arena events are facilitated by the UrbanA hosts (and supported by ECOLISE and ICLEI for communication and online connection) following a blended format. In this way, city makers and city thinkers across Europe are offered the possibility to join the Arena events both in person and online. The Arena blended concept is by no means the same as a merely “live-streamed” event. Instead of merely passive listening, registered online Arena participants will have the opportunity to take a more active part in the events. To this end, the UrbanA consortium will ensure that a dedicated ‘online moderator’ will be present at the event. S/he will act as a bridge between on- and off-line participants. In a plenary
setting, online participants will be able to clearly hear and see what is happening, and they will have priority during Q&A and feedback rounds. In a breakout setting, the extent of their participation will be determined on a case-by-case basis. The event organizers will also consider the possibility of organizing online-only breakout sessions, facilitated by the online moderator. Depending on the number of interest for online participation, it might also be possible to offer a live-stream to passive followers. This is to be decided per arena when the number of arena registrations is known.

- **Shared values for fostering meaningful interaction between participants.** During the UrbanA Arena events we uphold shared values, like: 1) We value everyone’s knowledge by enabling everyone to be "heard" (e.g. diversity of ways for facilitating discussions, making sure that everyone gets time to speak, observing the levels of interactions among participants, etc.) and 2) We value each other’s wellbeing. This means that we have enough time to pause, rest and regenerate and to have informal conversations with each other.

### 3.3.1 Call for Activities

In order to promote the co-creation of knowledge among Arena participants and UrbanA hosts, we will launch a **call for activities (CfA)** (for the Arena events only) for inviting **UrbanA facilitators**. Selected UrbanA facilitators will (co)organize and (co)facilitate sessions (e.g. organizing a workshop or giving a presentation), during Arena events. In this way, they will be able to share their knowledge, experience and methods with Arena participants and UrbanA hosts. The CfA aims at increasing the interest for the participants in participating in Arena events as well as stimulating co-creation of knowledge.

Each UrbanA Host (DRIFT, UAB, ALU-FR and ICLEI) will develop a CfA for the Arena event that they will be organizing. The CfA will be shared broadly via the Community of Practice and in collaboration especially with WP7. The specific number of how many people can participate in person will be communicated clearly beforehand, as well as the selection criteria that will be used to select participants and proposals for activities. Arena hosts can also invite or encourage certain people to apply for the Call for Activities. Table 6 outlines the steps related to the Call for Activities.

**Table 6. Activities and responsibilities related to the Call for Activities**

<table>
<thead>
<tr>
<th>Activities and responsibilities in sharing Call for Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drafting a call for activities before each arena</td>
</tr>
<tr>
<td>Share call for activities via:</td>
</tr>
<tr>
<td>- Personal invitations</td>
</tr>
</tbody>
</table>

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### Select activities

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsible Organizers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Select activities</td>
<td>Respective Arena organizers (UrbanA host), thus: DRIFT, UAB, ALU-FR and ICLEI</td>
</tr>
<tr>
<td>Communicate acceptance to all who responded</td>
<td>Arena hosts + ECOLISE</td>
</tr>
<tr>
<td>Follow up with selected Arena facilitators and brief them in time about organizational logistics etc.</td>
<td>Arena hosts + ECOLISE</td>
</tr>
</tbody>
</table>

### 3.4 Participatory and facilitation methods for the Arena events

In order to support the UrbanA consortium with the facilitation of the Arena events this document provides a set of participatory and facilitation methods based on theories and approaches as described in section 2 (e.g. Transition Management). The facilitation methods adhere to the transition principles and empowerment as outlined in section 2 and the UrbanA arena design principles as outlined in section 3.

This collection of methods is outlined in Appendix 1.
4. UrbanA participants

Given the fact that in essence the UrbanA Arena aims to facilitate a learning process between multiple actors and perspectives, the selection and invitation is key to the design. Both the Arena events and the Arena side events consist of a mix of participants. Besides the diversity of institutional backgrounds, domains, ethnic backgrounds, gender etc. the mix can also be understood as a scalar mix: representatives of local interest groups, activists, practitioners and policy makers will be joined by regional, national and EU-level policy officials, network weavers, intermediaries and advocacy groups. In all of the Arena events and Arena side events an explicit link is made on how the local context is connected to other contexts and what different contexts could learn from each other.

In this section we describe the different types of UrbanA participants (Section 4.1), the UrbanA participant application procedure (Section 4.2) and UrbanA participants’ selection criteria (Section 4.3). The selection criteria and application procedure for participants will be further developed as part of task 2.2, to be finished by June 2019 (MS2).

4.1 Types of UrbanA participants

The participants of UrbanA will consist of a group of various city-makers and city-thinkers including policymakers, activists, entrepreneurs, experts, researchers and/or other intellectuals, citizens, leaders of local or translocal activist platforms, and other engaged individuals. UrbanA participants have the possibility to engage with and contribute to UrbanA in different ways according to their interests and diverse levels of engagement.

UrbanA participants can be divided into the following types:

1) **UrbanA fellows.** Before the first Arena event, as part of the mapping process, individuals who are engaged in the projects and/or approaches that deal with (urban) (un)sustainability and/or (un)justice (see D3.1). A selection of 15-20 fellows will be made and they will be invited to become an UrbanA fellow. An UrbanA fellow will participate in the series of four Arena events and is encouraged to be continuously engaged in Community of Practice. Besides being (ideally) committed to participate in four Arena events, they will contribute to the content of these events and/or the Community of Practice by sharing their knowledge, skills and expertise. UrbanA fellows will have their travel costs reimbursed.²

2) **UrbanA facilitators.** Prior to each Arena event a Call for Activities is launched to invite active contributions in the form of a session or workshop for the Arena event. Selected applications of the CfA are called UrbanA facilitators. They will contribute to the content of the UrbanA by sharing

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² A maximum of 300 euros will be reimbursed per participant per trip, and low-carbon transportation will be prioritised where appropriate. ICLEI will be responsible for administering this aspect of the project, and will coordinate the each partner organizing an Arena event.

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their knowledge, experience and methods that are considered to be relevant to the content of UrbanA during an Arena event.

3) **UrbanA arena participants.** Through an open invitation a broad public is invited to apply and register for the Arena events and Arena side events. All individuals who participate in one or more Arena events are called (UrbanA) Arena participants. Arena participants can participate during an Arena event in person or online. They actively participate by sharing their knowledge, skills and experiences in the Arena event.

4) **UrbanA online audience.** Individuals are also invited to watch the Arena event online without actively participating. We refer to them as our online audience.

The main difference between UrbanA fellows and UrbanA facilitators is that UrbanA facilitators apply and participate in one Arena event, while UrbanA fellows participate in all Arena events and get their travel reimbursed.

The following table describes the diverse types of participants of UrbanA Arena (Table 9).

**Table 7. Participants of UrbanA Arena events**

<table>
<thead>
<tr>
<th>Attendance</th>
<th>Type of participant</th>
<th>How many participants</th>
<th>Type of participation</th>
<th>What we offer + the value/benefit for UrbanA participant</th>
</tr>
</thead>
</table>
| Deeply committed    | UrbanA fellows       | About 15-20 in person participants | - Continuous engagement in UrbanA project by being physically present in the Arena events and optionally other UrbanA activities (e.g. Arena side events, Community of Practice, etc.)
- Actively contributing to the Arena events by for example organizing a session or writing a blog. | - UrbanA will reimburse their travel and accommodation to all four Arena events
- They will be recognized through a publicized appointment (e.g. by being visible on UrbanA project website) as among the leading EU voices shaping cities
- They will have the opportunity to share experience of projects and approaches they |
|                     |                     |                       |                                                                                                | - Writing blog posts during the project
- Social media posts before, during and after Arena events
- Actively disseminating project materials
- Organizing “debrief” sessions in their organizations or networks after an Arena event
- Taking part in video and |

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### Actively contributing

<table>
<thead>
<tr>
<th>Role</th>
<th>About 20 in person participants</th>
<th>Attending an Arena event in person and contributing through organizing a session (e.g. workshop, presentation, etc.)</th>
<th>They will have the possibility to access an extensive overview of mapped sustainability and social justice approaches</th>
<th>Input before during and after Arena</th>
</tr>
</thead>
<tbody>
<tr>
<td>UrbanA facilitators</td>
<td>About 20 in person participants</td>
<td>Attending an Arena event in person and contributing through organizing a session (e.g. workshop, presentation, etc.)</td>
<td>They will have the possibility to access an extensive overview of mapped sustainability and social justice approaches</td>
<td>Co-creation of the program Organization of sessions</td>
</tr>
</tbody>
</table>

- They will have the chance to meet fellow inspiring people from whom they can learn and, possibly, develop new projects and initiatives in the future
- They will have the possibility to support, and possibly shape future policy directions
- They will have the opportunity to get in contact and network with city thinkers and city makers on sustainable and just cities
- They will have the possibility to access an extensive overview of mapped sustainability and social justice approaches
- They will have the opportunity to get in contact and network with city thinkers and city makers on sustainable and just cities
- They will have the possibility to share local concerns,

### Actively participating

<table>
<thead>
<tr>
<th>Role</th>
<th>About 20 in person and 20 online</th>
<th>Attending Arena events in person or via online</th>
<th>They will have the possibility to share local concerns,</th>
</tr>
</thead>
<tbody>
<tr>
<td>UrbanA Arena participants</td>
<td>About 20 in person and 20 online</td>
<td>Attending Arena events in person or via online</td>
<td>They will have the possibility to share local concerns,</td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>Not actively participating</th>
<th>participants</th>
<th>connection</th>
<th>successful examples regarding sustainable and just cities</th>
<th>events</th>
</tr>
</thead>
<tbody>
<tr>
<td>UrbanA online audience</td>
<td>Anyone interested</td>
<td>Observing the UrbanA Arena events online without actively participating</td>
<td>They will have the opportunity to get in contact and network with city thinkers and city makers on sustainable and just cities</td>
<td>Increased visibility and reach of the project to a wider audience</td>
</tr>
</tbody>
</table>

### 4.2 UrbanA Participant application procedure

UrbanA participants (i.e. UrbanA fellows, UrbanA Arena facilitators, UrbanA Arena participants and UrbanA online audience) will be invited via the following ways:

- **Specific invitations**: An initial list of 80-100 persons will be drawn up during phase 1D of the mapping (21st of May - 10th of June 2019, see D3.1). Based on their profile and affinity with the UrbanA Arena they will be invited to be UrbanA fellows or UrbanA arena participants in the Arena events or the Arena side events.

- **Call for Activities**: UrbanA Arena facilitators will be identified via a call for activities. The call for activities will be shared with specific people identified in the mapping and shared openly via the Community of Practice (UrbanA multimedia channels, external events and events of sister projects).

- **Open invitation**: The Arena events, Arena side events and any other event or activity will be announced via UrbanA multimedia channels such as the UrbanA website, LinkedIn and Twitter. In
this way there is also a possibility for persons outside our direct network who are following UrbanA project to join the Arena events.

They will be asked to register to the event through using a specific registration link. Depending on the number of registrations and based on the participant selection criteria (see section 4.2 and task 2.2) potential participants will be selected to join Arena events.

4.3 UrbanA participant selection

The selection of the participants of UrbanA Arena will build on the guiding principles outlined in section 3.1 and take into consideration, for example, the gender balance and ethnic diversity of the group. UrbanA participants will be diverse: they will be from different geographical contexts, having different backgrounds, belonging to different societal sectors and domains and active at multiple societal levels (e.g. at local, city, regional, national or international level) or translocal level.

A preliminary elaboration on selection criteria for UrbanA participants is made:

- **Diverse background and knowledge:** Participants will be selected based on their different types of expertise, knowledge and experience.
- **Gender balance and geographical diversity:** Participants will be selected considering gender balance and their region/country of origin and residence.
- **Diverse sector and societal domain:** UrbanA Arena will consider the diversity of participants in terms of their sector and societal domain.
- **Active engagement:** UrbanA Arena will select participants that are already engaged in ongoing socially innovative approaches, projects, activities, governance processes related to foster sustainable and just cities
- **Intrinsic motivation:** Special attention will be given to participants showing intrinsic motivation towards contributing to build sustainable and just cities. This can be identified via the scoping interviews as part of WP3 (see D3.1).

A framework for the selection of UrbanA Arena participants will be further developed in Task 2.2 and will be based on certain actor profiles and criteria, in order to enhance diversity and inclusivity.
5. UrbanA Arena Evaluation and monitoring

Monitoring and Evaluation are processes contributing to learn about the outputs, outcomes and impacts of a certain project or activity. Ideally these processes not only support participants in their learning experiences (e.g. creating awareness and reflexivity), but they also contribute to the co-creation of knowledge. Additionally, these processes allow to reflect on the methodological choices made within an approach or to gather insights regarding tangible outcomes and impacts of certain activities implemented as a result of an approach. Both processes of monitoring and evaluating are preferably of a participatory nature as to tap into the reflexivity of the Arena participants and to make the learning between all participants (including process’ facilitators) more reciprocal.

This section outlines a first set-up of a generic monitoring and evaluation framework for the UrbanA project. More specifically we will describe the following: 1) aims of UrbanA monitoring and evaluation; 2) UrbanA monitoring and evaluation framework; 3) future additions to the framework and task division of the monitoring and evaluation.

The framework presented here needs further operationalization before it can be put into practice. An adjusted and more elaborate framework will be presented as part of Task 2.3.

5.1 Aims of UrbanA monitoring and evaluation

The aims of the monitoring and evaluation as part of UrbanA project are the following:

- Provide inputs and recommendations for adjustments and improvement of the design and content of Arena events, Arena side events and other UrbanA activities;
- Stimulate reflexivity and (social) learning experiences of participants and gather insights on the outcomes of these possible learning experiences and empowerment of participants;
- Reflect on and learn from the overall methodology and UrbanA project.

Monitoring and evaluation of UrbanA Arena events also feeds into the body of knowledge that is created within the UrbanA project. As such the outcomes of the monitoring and evaluation can also be communicated to the UrbanA Arena participants.

5.2 UrbanA monitoring and evaluation framework

UrbanA monitoring and evaluation framework will include the following monitoring levels, as outlined in the table below (table 8):

1. Overall UrbanA Arena (as methodology) and its translocal approach;
2. The separate Arena events;

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3. Individual UrbanA Arena participants (of Arena events, Arena side events and other UrbanA activities);
4. The UrbanA project as a whole (towards achieving its aims).

By monitoring and evaluating the UrbanA Arena process we will be able to reflect on and to adjust ongoing UrbanA Arena activities and we will be able to draw conclusions and recommendations from this methodology. (Some of) the methods used for monitoring and evaluation are at the same time intervention methods, such as e.g. individual interviews. As such the relation between methods used for monitoring and evaluation as well as those used towards achieving other objectives, for example during WP3 and WP4, should be thought through carefully.

**Table 8. The monitoring and evaluation framework**

<table>
<thead>
<tr>
<th>Monitoring levels</th>
<th>Central question(s)</th>
<th>Possible indicators</th>
<th>Possible methods</th>
</tr>
</thead>
</table>
| Overall UrbanA approach      | In how far does the UrbanA arena approach contribute to foster reflection, connection and action? | -(Social) learning among participants  
- New collaborations and synergies among participants  
- New activities and actions implemented by participants  
- Improvement of existing activities and initiatives on sustainable and just cities |  ● Participatory observations  
● Interviews  
● Questionnaires |
| 2. Arena (side) events       | In how far do the arena events contribute to its aims (see table 2 and 4)           | - Extent to which goals of meetings are achieved  
- Response to facilitation methods in arena meetings  
- Level of contribution of facilitation methods to goals of meetings |  ● Participatory observations  
● Interviews  
● Questionnaires  
● Notes during meetings |
| 3. Individual arena participants | In how far do the arena participants learn from participating in the arena?        | - Perceived capability to influence one’s own local environment  
- New knowledge and insights  
- Level of empowerment (relatedness, autonomy, competence, impact, meaning, resilience, recognition) |  ● Participatory observations  
● Interviews  
● Questionnaires |
In what way does the overall UrbanA project contribute to just and sustainable cities?

- Organizations and networks from diverse societal domains start working on urban justice and sustainability;
- (re)new(ed) perspective on how to address sustainability and justice
- New/adapted policies and regulations related to sustainable and just cities
- New projects and activities on sustainable and just cities in different contexts

In sum, the monitoring and evaluation process will include the documentation of the Arena event meetings and Arena side events. Participants will also be interviewed for a better understanding of their experience in UrbanA. Some of the questions that would be asked will be: ‘which knowledge and insights do you want to acquire/ have been acquiring?’ ‘What benefits of the UrbanA do you recognise?’

**5.3 Future development of the monitoring and evaluation framework**

As stated this is just a first outline of the monitoring and evaluation framework. It still needs further operationalisation before it can be put into practice. An adjusted and more elaborate framework will be presented as part of Task 2.3. It will support each UrbanA consortium partner to conduct the evaluation and monitoring of UrbanA outcomes. This document will provide guidance for the monitoring activities to be carried on during the Arena events (e.g. taking notes, recordings, videos, etc.), as well as in the period in between Arena events (e.g. questionnaire for interviews).
References


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Appendices

This section includes the following Appendices:

1) Participation and facilitation methods,
2) Example of Calls for Activities,
3) Specific steps for organizing an Arena event or Arena side event,
4) Monitoring and Evaluation guiding questions.

Appendix 1 - Participatory and facilitation methods

<table>
<thead>
<tr>
<th>Name of Method</th>
<th>Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discussion-based methods</td>
<td></td>
</tr>
<tr>
<td>System analysis maps</td>
<td>![PROBLEM TREE Diagram]</td>
</tr>
</tbody>
</table>

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| Backcasting | This is based on a facilitated individual, group & plenary session, structured by WHAT should change, HOW changes could be realised and WHO should contribute to changes and their activities. After presenting the vision including its goals, the questions for individual or group work are:  
  ● WHAT changes (cultural, structural, institutional, organizational, technological) are needed to bring about the vision and the included goals?  
  ● WHAT changes are needed at the individual level (needs, capabilities, strategies)?  
  ● HOW have these changes been brought about, through what kind or process?  
  ● WHO is needed to realize these changes and what should they do as a next step (use different societal groups as a checklist: government, business, research/knowledge, citizens/public, NGO’s)?  

Working on these questions can be done in self-facilitating sub-groups who report back plenary. The work can be facilitated by drawing a table with one column per question: what, how, who. This can be extended by defining pathways towards the vision and defining activities and development for a certain period (e.g. periods of 10 years). It is also possible to combine the backcasting analysis described above with the individual method suggested below.  


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<table>
<thead>
<tr>
<th>Timeline Workshop</th>
<th>This workshop is suitable for jointly reflecting on project events and takes about 2-4 hours. All the events of the process are organised and put together in a timeline as preparation for the workshop. At the beginning of the workshop the moderator enumerates the events (without judgement) and all participants make associative notes. They may only speak up to complete or correct the story told. Once all participants approve the story, they get 15-30 minutes to interpret the events (key moments, high and lows within the process and also to assess this interpretation (why was there friction at that point, etc.). Reflections are written as keywords on a post-it and the top three comments are selected by each participant. One participant starts with putting it on the timeline, others join – events interpreted differently are discussed for longer. These discussions yield insights into conflicts that have usually not been made public earlier. The outcome of the workshop depends on the objectives and can include, making choices for follow-up steps, writing a project narrative listing key highs and lows for use in final report etc. <a href="http://edepot.wur.nl/149471">http://edepot.wur.nl/149471</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>Eye-Opener Workshop</td>
<td>This workshop is suitable to extract reflections, lessons learnt and future use of new knowledge and lessons for individuals. Tell the participants what is going to happen, let them introduce themselves and state their learning objectives. A project narrative is told at the beginning of the workshop (e.g. with the help of a timeline) which is not analytical but descriptive. Participants take as many notes as possible while listening (associations, ideas, eye-openers, questions, feelings etc.) and then have 15 minutes to order their reflections and put them down on Post-Its. Make them choose their most important eye-opener – these eye-openers are discussed, followed by the rest of the Post-Its. Then the participants are asked which information they are still missing so that they are able to answer questions relating to their own field of work and discuss how they can obtain it. In a last step the participants reflect on which eye-openers are relevant for their own situation and why and express these as ‘lessons for the future’. They are asked what changes they are going to make in the current situation as a result of the lessons of this workshop which becomes their individual future activities agenda – participants may note this down in 15 minutes and then share both the lessons and the agendas. <a href="http://edepot.wur.nl/149471">http://edepot.wur.nl/149471</a></td>
</tr>
<tr>
<td>Dynamic facilitation</td>
<td>“Dynamic Facilitation is an open, chaired group discussion with a variable number of participants, ideally between 8 and 20. The method relies on the participants’ creativity in finding a solution, and deliberately avoids conventional, linear facilitation structures. Dynamic Facilitation is particularly suitable for issues such that the definition of the problem, the solutions tabled and the objections to these solutions arouse emotions in the participants. The method is used extensively in organizational and management consulting, but can be transferred to other areas. It was originally developed by Jim Rough in the USA.” (<a href="http://www.partizipation.at/dynamic_facilitation_en.html">http://www.partizipation.at/dynamic_facilitation_en.html</a>) The method helps to make those issues explicit that really touch the participants and helps to already name creative solutions. It also supports the development of mutual trust within a defined.</td>
</tr>
<tr>
<td>Dialogue</td>
<td>The participants sit on chairs in a circle. A ‘Talking Stick’ (a wooden stick or a thick felt pen or stone or whatever) lies in the middle. In the ‘Initial round’ the initiator presents the issue at stake (in our case this could be: “What is the major issue (change topic) that we want to focus on in the transition arena?” Or “How can we make the topic that arose in the previous discussion more concrete?”). In the following ‘Dialogue round’ whoever has something to say takes the Talking Stick and speaks. When he or she has finished, the stick either goes back into the middle or is passed to the next person who puts their hands up. The Talking Stick moves around the circle in the order in which people put their hands up. There are a few basic rules: “Only speak when you deem it is necessary”, “Speak from the heart”; “Do not judge what the others said”, “You can also take the stick and be silent or smile or dance or….” This method helps to identify the common denominator of a group (focus of the transition arena). It is well suitable for a group that wishes to find a shared concern and can also be used as a method for seeing/pausing after the opening up during the dynamic facilitation. <a href="http://www.partizipation.at/dialogue.html">http://www.partizipation.at/dialogue.html</a>.</td>
</tr>
<tr>
<td>Transition scenario development : TRANSCE</td>
<td>A way to ‘start’ sustainability transitions is simply to imagine them. This can be done via transition scenarios. Sondeijker (2009) developed a novel conceptual framework and a method for transition scenarios. Transition scenarios are distinct from others scenario applications as they explicitly focus on transformative change. Such scenarios, in the context of multi-actor, multi-phase and multi-pattern framework, can be defined as: participative explorations of possible long-term development trajectories in which the starting point is structural transformations of systems towards sustainability. Through a seven-step approach this model offers a strategic and operational method to connect different ideas and foster specific short/long-term agendas. In other words, transition...</td>
</tr>
</tbody>
</table>
scenarios are powerful tools that link the imagination of (rather abstract) sustainability transitions with specific multi-actor settings and a shared agenda.

| Future workshop | “In a Future Workshop the participants are encouraged to develop imaginative, unconventional solutions to issues of current interest, by means of an atmosphere designed to promote creativity. It is suitable for developing visions, e.g. when a statement of principles, a development scenario, a far-reaching project for the future etc. is to be put together or where new, creative solutions for existing problems or issues are to be found.”

[http://www.partizipation.at/future-workshop.html](http://www.partizipation.at/future-workshop.html) |
| Perspectives workshop | This workshop supports in outlining a variety of things, the problems perceived in the present, the long term vision as well as possible dominant pathways. The workshop can be adapted to highlight any of these three aspects. A standard version is described here: In a first step everybody is asked to outline pathways for the next 5 to 40 years in 3 to 4 steps on post-its. In a second step these post-its are put on a pre-prepared timeline on the wall and explained to the group. Discussion can be facilitated during the putting of the post-its or at a later stage by extricating dominant pathways. This is done along four questions:

- Where are we standing now?
- Where do we want to go? Where do we not want to go?
- How do we get there?
- What are potential first steps

Source: Diepenmaat 2009 |
### Three Horizons

The first horizon - H1 - is the dominant system at present. It represents ‘business as usual’. As the world changes, so aspects of business as usual begin to feel out of place or no longer fit for purpose. In the end ‘business as usual’ is superseded by new ways of doing things. Innovation has started already in light of the apparent short-comings of the first horizon system. This forms a second horizon - H2. At some point the innovations become more effective than the original system – this is a point of disruption. Clayton Christensen called it the ‘innovator’s dilemma’ – should you protect your core business that is on the wane or invest in the innovation that looks as if it might replace it? Meanwhile, there are other innovations happening already that today look way off beam. This is fringe activity. It feels like it is a long way from H1, based on fundamentally different premises. This is the third horizon - H3. It is the long term successor to business as usual – the radical innovation that introduces a completely new way of doing things.

http://www.internationalfuturesforum.com/three-horizons

### Reflexive Monitoring and Evaluation

Reflexive Monitoring in Action (RMA) is an integrated methodology to encourage learning within multi-actor groups or networks as well as institutional change in order to deal with complex problems. Appointed reflexive monitors stimulate collective learning and the design and adaptation of actions targeting a future system change. Key is to trigger recurrent collective reflection on the results of actions undertaken in the light of systemic barriers as well as opportunities. While facing the everyday struggles of an ongoing transformative change process, these system innovation initiatives will thus be able to change their practices, relations and rules and contribute to the long term ambition of sustainability.


### Pro-action cafe’

For creative and inspirational conversation where participants are invited to share their questions (around projects, seed ideas etc) and get input (deeper questions, knowledge, experience) from others, to help move from questions to actions. The original concept of Pro Action Café is a blend from World Café and Open Space Technology

http://amandafenton.com/core-methods/what-is-the-pro-action-cafe/

### World Cafe

Good for engagement and small group discussions. We could have all the participants discuss the same questions/topics and then have a collective harvesting

http://www.theworldcafe.com/key-concepts-resources/world-cafe-method/

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<table>
<thead>
<tr>
<th><strong>Open Space Technology</strong></th>
<th>Allows the participants to bring forward the conversations that matter the most to them in a series of parallel conversations.  <a href="http://openspaceworld.org/wp2/what-is/">http://openspaceworld.org/wp2/what-is/</a></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Theory of Change</strong></td>
<td>The TOC process hinges upon defining all of the necessary and sufficient conditions required to bring about a given long term outcome. TOC uses backwards mapping requiring planners to think in backwards steps from the long-term goal to the intermediate and then early-term changes that would be required to cause the desired change. This creates a set of connected outcomes known as a “pathway of change”. A “pathway of change” graphically represents the change process as it is understood by the initiative planners and is the skeleton around which the other elements of the theory are developed  <a href="http://www.theoryofchange.org/what-is-theory-of-change/how-does-theory-of-change-work/">http://www.theoryofchange.org/what-is-theory-of-change/how-does-theory-of-change-work/</a></td>
</tr>
<tr>
<td><strong>Appreciative Inquiry</strong></td>
<td>Appreciative Inquiry is about the search for the best in people, their organizations, and the relevant world around them. In its broadest focus, it involves systematic discovery of what gives “life” to a living system when it is most alive, most effective, and most constructively capable in economic, ecological, and human terms. AI involves, in a central way, the art and practice of asking questions that strengthen a system’s capacity to apprehend, anticipate, and heighten positive potential. <a href="http://www.kstoolkit.org/Appreciative+Inquiry">http://www.kstoolkit.org/Appreciative+Inquiry</a></td>
</tr>
<tr>
<td><strong>Fish Bowl</strong></td>
<td>Fishbowls involve a small group of people (usually 5-8) seated in a circle, having a conversation in full view of a larger group of listeners. Fishbowl processes provide a creative way to include the “public” in a small group discussion. They can be used in a wide variety of settings, including workshops, conferences, organizational meetings and public assemblies. Fishbowls are useful for ventilating “hot topics” or sharing ideas or information from a variety of perspectives. There can be open chairs in the middle for audience members to join and leave the conversation circle. <a href="http://www.kstoolkit.org/Fish+Bowl">http://www.kstoolkit.org/Fish+Bowl</a></td>
</tr>
<tr>
<td><strong>Case Clinic</strong></td>
<td>A case clinic is a break out session with a group of peers where one participant shares a case and the group of peers act as consultants. A case clinic allows participants to get a new framing on a pressing issue and develop new approaches to the issue. A case clinic can be done very structured or semi structured. <a href="https://www.presencing.com/tools/case-clinics">https://www.presencing.com/tools/case-clinics</a></td>
</tr>
</tbody>
</table>
**Experiential exercises & games**

<table>
<thead>
<tr>
<th>Exercise</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Amoeba of Cultural Change / Social Innovation Diffusion Game</strong></td>
<td>Role play game + small part of theory that explains the dynamics of social change and the players that are involved. Good with a group of 25/35 people. Engaging and good for reflection on dynamics of social change. <a href="http://www.context.org/iclib/ic28/atkiisson/">http://www.context.org/iclib/ic28/atkiisson/</a></td>
</tr>
<tr>
<td><strong>Two Loops of Change in Living Systems</strong></td>
<td>To reflect on dynamics of system transformation (one system dying while a new system is being born) &amp; different roles in that dynamic to hospice the old and midwife the new General idea: <a href="https://vimeo.com/17907928">https://vimeo.com/17907928</a> Instructions here Videos here and here</td>
</tr>
<tr>
<td><strong>Social Presencing Theatre</strong></td>
<td>For understanding current reality and exploring emerging future possibilities, at the individual, group, organization, and/or larger social systems level. It is one of the most important and effective methods developed by the Presencing Institute (based on Theory U), and has been used effectively for over ten years in business, government, and civil society settings. This is not &quot;theater&quot; in the conventional sense, but uses simple body postures and movements to dissolve limiting concepts, to communicate directly, to access intuition, and to make visible both current reality, and the deeper – often invisible – leverage points for creating profound change. <a href="http://www.presencing.org/#/aboutus/spt">http://www.presencing.org/#/aboutus/spt</a></td>
</tr>
<tr>
<td><strong>Silent discussion</strong></td>
<td>Discussions on big pieces of paper with markers and no speaking.</td>
</tr>
</tbody>
</table>

**General Process Guidance**

| Methodology                                 | I would suggest we get inspired by this methodologies in these coming weeks towards the event to move forward with the event invitation and event design. http://artofhostingportugal.weebly.com/uploads/2/6/7/8/26787951/the_8_breaths_03-13.pdf |

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Appendix 2: Examples call for activities

Based on and adapted from the Call for Activities that was developed in the context of the TRANSIT final conference.

Submission Guidelines

Each proposal must consist of a single PDF document written in English, not longer than four pages, which contains the following information:

- The title and short overview (200 words maximum) of the workshop and main aims.
- A brief discussion of why the topic is of particular interest for URBANA.
- A brief description of why and to whom the workshop is of interest (workshop audience).
- A brief description (draft outline) of the proposed workshop discussing the mix of events and activities such as presentations, interactive methods and tools, etc.
- Names and contact information of the workshop organisers (name, affiliation, email address, and a short biography of each organiser/facilitator).

Type of sessions

**Tandem or trio presentations** bring together researchers, practitioners and/or policymakers to shed light on a specific aspect of transformative social innovation. We invite you to team up with others and tell the story of a social innovation from a scientific, practical and/or policy perspective, and propose how these perspectives can be bridged. We encourage submissions to consider both successes and failures from which we can learn, as well as to highlight the transformative nature of their work.

**Challenge labs** are intended to gather conference participants around concrete cases, societal problems and transformative challenges problems to tackle them from a range of perspectives and seek to generate innovative solutions. There are many formats to facilitate such sessions, ranging from design thinking to dragon dens. We invite you to design your very own challenge lab!

**Digging deeper** creates space to reflect on particular notions, observations and questions regarding the mind puzzling dimensions of transformative social innovation in the context of contemporary society. Whether it concerns an intellectual seminar, a political debate or a fish bowl dialogue, we invite you to propose formats and specific themes and questions that are in need of in-depth reflection.

**Interactive trainings & workshops** – Many of those working on social innovation have developed specific methods (e.g., the Impact Hub’s Art of Hosting) to facilitate and/or understand transformative processes. We welcome proposals that share such approaches with participants and ask that these highlight the types of issues that they can help to overcome. Whether it concerns facilitation tools, research methods, educational skills, policy interventions, activist strategies or a fun game, the aim is to...
share and learn concrete insights and tools from each other’s insights and experience.

**Experiencing social innovation demonstrations** – We invite participants to make social innovation tangible by enabling others to experience what their social innovation feels, smells or sounds like. The aim is to go solicit the senses of participants to offer them a truly immersive encounter, rendering your work in a vivid and relatable fashion. For instance, give us a sense of what it might be like to live in an Ecovillage, or to make a community more resilient through the Transitions Network.

There will also be an open library & gallery that will provide a physical space to share material related to participants’ work on social innovation and transformative change, whether through the form of papers, books, leaflets, posters, arts, multimedia or any other material object.

**Appendix 3 Steps to be taken for organizing UrbanA Arena events**

This Appendix outlines the steps to be taken by each UrbanA host for organising UrbanA Arena events and pre/post-arena sessions. These steps will be adapted after Arena #1.

<table>
<thead>
<tr>
<th>Steps to be taken for organizing an Arena event</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Find a suitable venue</td>
</tr>
<tr>
<td>○ Host 40-60 people, space for plenary sessions and break out groups</td>
</tr>
<tr>
<td>○ Inspiring - alternative, walk the talk - atmosphere</td>
</tr>
<tr>
<td>○ Availability of technology and equipment to have online connection for facilitating blended sessions</td>
</tr>
<tr>
<td>● Decide on Arena event date</td>
</tr>
<tr>
<td>○ Send a save the date to the consortium 6 months in advance.</td>
</tr>
<tr>
<td>○ Send a save the date to arena participants (these are identified in T2.2/T3.2) 5 months in advance, and a reminder 4 months in advance.</td>
</tr>
<tr>
<td>● Develop (blended) program and call for activities for Arena event</td>
</tr>
<tr>
<td>○ Formulate content specific call for activities</td>
</tr>
<tr>
<td>○ Share call for activities with arena participants/CoP (min 5 months in advance)</td>
</tr>
<tr>
<td>○ Deadline call for activities 3 months in advance &gt; communicate acceptance/rejection of applicants at least 2 months in advance</td>
</tr>
<tr>
<td>○ Design blended arena format</td>
</tr>
<tr>
<td>● [optional] Facilitate an UrbanA side event (see 3.2.3)</td>
</tr>
<tr>
<td>○ Organize 1 webinar as introduction to the arena, ideally connected to an existing webinar/platform.</td>
</tr>
<tr>
<td>● Facilitating the arena</td>
</tr>
<tr>
<td>○ Identify host for online connection</td>
</tr>
</tbody>
</table>

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- Identify day facilitator and session leads
- Evaluation of the Arena event
  - Wrap-up / summary report of the arena
  - Formulate specific questions related to topic/focus of the arena for the questionnaire to participants

### Steps to be taken by local host for organizing a pre/post-arena session

- Each arena organizer (DRIFT, UAB, ALU-FR and ICLEI) scope a set up for a Arena side event with suggestions for the content of the Arena side event. This serves as inspiration for UrbanA partners who want to organize a side event.
- Identifying an opportunity for organizing a side event
  - A local seminar, event, webinar, etc. can be opportunities to connect to (e.g. European day of Sustainable Communities, World Social Forum on Transformative Economies)
  - Collaboration with a local organization/initiative can also be an opportunity to organize a side event.
- Identify potential participants if necessary
  - Use the selection criteria format
- Find a suitable venue if necessary
  - Inspiring - alternative, walk the talk - atmosphere
- Develop a program
- Facilitate side event
- Report insights from the mini-arena
  - Write a short evaluation report (see section 4)
- Follow up activities
  - Invite Arena side event participants to sign up for UrbanA social media, subscribe to the newsletter and become part of CoP
  - Debrief outcomes in Arena event
  - Debrief outcomes of Arena event to Arena side event participants

### Appendix 4 Monitoring and Evaluation guidelines

In this Appendix we provide some suggestions and guidelines for the monitoring and evaluation of the Arena events.

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In Section 1 we outline the practical suggestions for documentation to take into consideration before, during and after the arena.

In Section 2 we provide a list of questions that can support the Arena organising team to monitor the dynamics of the group(s) during the Arena event. These questions are very important also to learn from the Arena events and improve the organisation and facilitation of the next Arena events.

1. Practical suggestions for documentation

❖ **Before the arena event**
- Have a preparatory meeting for the arena, note the expectations you have, roles and responsibilities of the facilitators, note takers, etc.
- Check that all practicalities are arranged (e.g. logistics, materials, internet connection etc.)

❖ **During the arena**
- Record (if participants agreed) the meeting through audio (and/or video) recordings and take pictures
- Make sure everyone in the organising/hosting team has clarity on roles and responsibilities (e.g. note-takers, facilitators, hosting online space, etc.)
- Make sure the venue is arranged well, everything is ready including equipment for blended meeting functionality such as projector, speakers, microphones and there is a welcoming atmosphere
- The **documentation during the arena can be divided into the following:**
  a) **Description/content:** What is being said (no judgement or interpretation);
  b) **Observation and reflection on the process and the group(s) dynamics:** This means that the note-taker should be reflective about the group dynamics and the overall process. The levels of observation to take into consideration during the arena are the following:
   - **Group(s) dynamics:** how do the participants interact? What are the participants’ positions, fears, reactions, emotions?
   - **Methods and tools:** how are tools and methods perceived by the participants?
   - **Other important elements that are observed during the meeting.**

**Observation tips:**
- The note-takers can make a symbol (or a letter or write in a different colour) for each level of observation (e.g. G: for group dynamics, F: for facilitation dynamics, M: for methods, O: for others).
- Observe non-verbal communication and how people speak (e.g. tone of voice, emotions) and behave (e.g. do they pay attention, (how) do they speak one to another?, are they shy or feel comfortable to speak?)

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Please see the Guiding questions below to have an idea of what is important to capture during the meeting.

**After the arena**
- The organising/hosting team has a meeting to share observations, insights and reflections. The guiding questions for observation (see below) can be useful for guiding the discussion. At the end of the meeting the next steps and what needs to be taken into account for the next Arena event need to be taken into account.
- Process the notes taken during the Arena event meeting and write a report.

**2. Guiding questions for observation**

The following guiding questions are meant to help you describe your observation during and after the arena event. We suggest you to read the questions before the arena to get inspired on what is important to capture. After the arena meeting you can come back to the questions and answer them individually and/or during your team meeting. The answers to the guiding questions are going to be very important for the monitoring and evaluation of the process and for designing the next arena events.

**Group dynamics**
- Who do you think are the people that were driving the conversation/taking the lead?
- How was the interaction between participants?
- How was the level of trust between participants?
- Did you perceive some tensions between the participants?
- What do you consider the key moments during the meeting? Why?
- What happened in these moments? How did people react? How people felt? How did you feel?

**Facilitators dynamics**
- What are the most difficult moments you faced as facilitator? How did you (re)act?
- What would you do differently in terms of organisation, design and facilitation of the next meeting?
- How was the language used enabling or disabling for participants to participate in the discussions or understand each other effectively? (Too abstract? Use of jargons?)

**Methods and tools**
- How did the participants react to the tools and methods?
- Do participants find them too complex/too simple?
- To what extent did the methods lead to the desired outcomes?
- Which methods were particularly effective (or not)? How could they be applied better?
- Which other methods could have been used to enhance the process?
Problem structuring phase
- Did the participants perceive a sense of urgency of the problem(s)?
- Did the participants have difficulty to identify and discuss the problems?
- Did the participants find it difficult to answer the ‘why questions’ and reflect on the deeper reasons for the problems? How did you support them to get to a deeper level of reflection/critical thinking of the problems?
- Did participants find it difficult to identify opportunities in the community?
- What would you do differently when facilitating the problem structuring phase next time?
- Did the meeting generate new insights into the problem?

General lessons learnt
- What are your main lesson learnt/insights you took home from this transition arena meeting?

Lessons learnt
- What can we learn from the transition arena meeting related to your aim of the TM process?
- Which insights into the RQs (our research in Kampala) did we gain?
- Do you think you have to further modify/adapt the overall TM process based on the result of last transition arena meeting? If so what and why?

Next steps
- How do you think to put into practice these lessons learnt in your work?
- What do you have to take into account for the design and organisation of the next transition arena meeting?

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