

the

URBAN PUBLIC

of youth activism in
Eastern European cities

of the role of urban
public spaces

Publication 2018



COOPERATION AND DEVELOPMENT NETWORK
Eastern Europe

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Editorial



Dear reader,

When talking about cities and their future development, it is usually noted that by 2050 almost 70% of the global population will be living in cities. But no one is talking about how many of these 70% will be the youth, even though young people are flocking to cities in hope of a good education and a better future. So, a question arises:

//
If there is no discussion about youths' role in shaping the cities, then what kind of cities are we looking forward to? What is the role young people have in creating a vision of the future of our cities? And how do you give them agency to be able to take part in shaping their local communities? //

The youth has always been a vital part of society. Their impact on what is happening in society has been especially visible in urban space – protests and movements led by the youth have had a great impact locally and nationally throughout Europe, throughout history. Making a connection between youth activism in urban space and Alternative Urbanisation – an approach that, among other things, emphasises the need for public space – is more urgent than ever as the global

markets, investors and liberal economisation have put greater pressure on cities and its public spaces.

At the same time participation on city level is restricted. In Eastern European countries, where mistrust and disappointment with corrupt and undemocratic governmental systems dominates the social perception, voices of the youth are often unheard and unacknowledged, driving them to become inert and apolitical. But, we believe that young people are the drivers of change. We consider them to be experts of their local communities. And we believe in them. We therefore aim to empower young people in reshaping their communities through direct actions, based on the principles of democracy and inclusion, creating more sustainable and green cities. We want them to become more aware and critical of the mainstream lifestyle that is being imposed on them and rethink how our communities are currently organised.

In 2018, the project “Urban Steps for Resilient Future” was carried out all through 2018 by the Alternative Urbanisation Working Group of the Cooperation and Development Network Eastern Europe – CDN. The project’s aim was to enable young people from Eastern Europe to analyse their cities and equip them with capabilities in project management and advocacy to conduct local activities in order to create more sustainable cities based on the principle of democracy and inclusion.

The project was structured by three phases. **The first phase** of the project consisted of International Training for Trainers in Istanbul. Participants were people under 30 from 16 Eastern European Countries (Albania, Armenia, Azer-

baijan, Belarus, Bosnia and Herzegovina, Bulgaria, Croatia, Georgia, Kosovo, Macedonia, Moldova, Montenegro, Russia, Serbia, Turkey, Ukraine). Each country was represented by 2 participants. Throughout the week they were trained on Alternative Urbanisation topics, project management and advocacy. The Training for Trainers led to the Urbanifesto – a listing of political demands of the youth in Eastern Europe that was shared by all the participants. A local Action Framework was later used in the regional trainings.

The second phase of the project comprised four regional trainings in Belgrade (Serbia), Tirana (Albania), Batumi (Georgia) and Grodno (Belarus). In these trainings, young urban activists exchanged their experiences and planned 13 local actions to improve their local communities.

The third and final phase of the project was the implementation of local actions aiming to reach local decision-makers and communicate young people's demands with the public and political authorities.

In this publication, you – our friend and ally – will find insights to youth led activism in Eastern European cities, regional contexts, tips and tools for efficient project management in the context of activism, and highlights of local actions from the participants of the project. For now, we, the coordination team, put our efforts to rest for a moment, encourage you to get inspired, and keep burning with us – for a better, more inclusive, greener and activism filled urban future.



Green hugs,

Coordination Team

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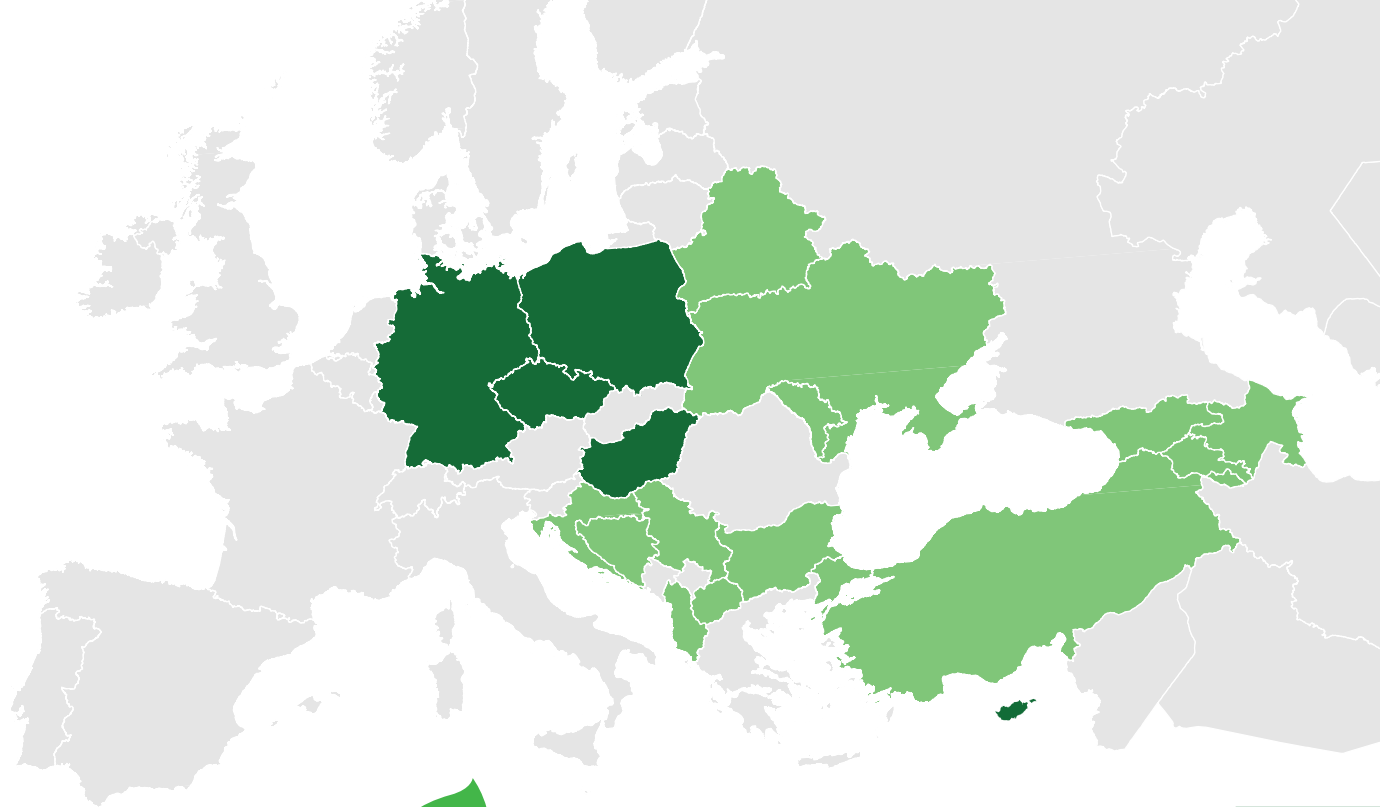
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**About
the Project**





Countries with partner organisations 
Countries with member organisations 



COOPERATION AND DEVELOPMENT NETWORK
Eastern Europe

CDN is a capacity building network of green youth NGOs in Eastern Europe

Working Groups:

Alternative Urbanisation, Gender, Migration, Digital [x], RUMB*, Green Education Initiative

Once a year the General Assembly of all member organisations elects the Executive Committee that coordinates CDN's actions during the year with support of the CDN secretariat.

CDN works with "non formal education" methods and organises mainly international seminars.

Website: www.cdnee.org

Facebook: www.facebook.com/CDNEE

Instagram: @cdnee

Mailing list: cdn_info-l@listi.jpberlin.de

#urbansteps #CDNEE #EYFcoe

* Russia, Ukraine, Moldova, Belarus

Step 1

Events
Taking the global perspective & building international networks

Training for Trainers (TT)

- 5 days training
- April TT in Istanbul
- 33 participants from 16 countries
- Concept of alternative urbanisation
- Project management + advocacy training by professional trainers

People & Activities

Results

- Urbanifesto
- Suggestions for regional focuses
- 8 participants became trainers in RT

January - May

Timeline

Step 2

Events
Taking regional perspectives & preparing for local actions

4 Regional Trainings (RT)

- 3 days
- Balkan 1, Balkan 2, RUMB, Caucasus
- 16-20 participants at each training
- 2 trainings in local languages
- topics like in TT + regional focuses on each training

- Local action plans
- 14 applications for local actions

May - August

Step 3

Events
Implementing local action plans & engaging local community

13 Local Actions (LA)

- 10 countries
- Implementation of local actions that fit best the local needs and environment

- 2 RUMB LAs
- 4 Caucasus LAs
- 4 Balkan 2 LAs
- 3 Balkan 1 LA

September - November

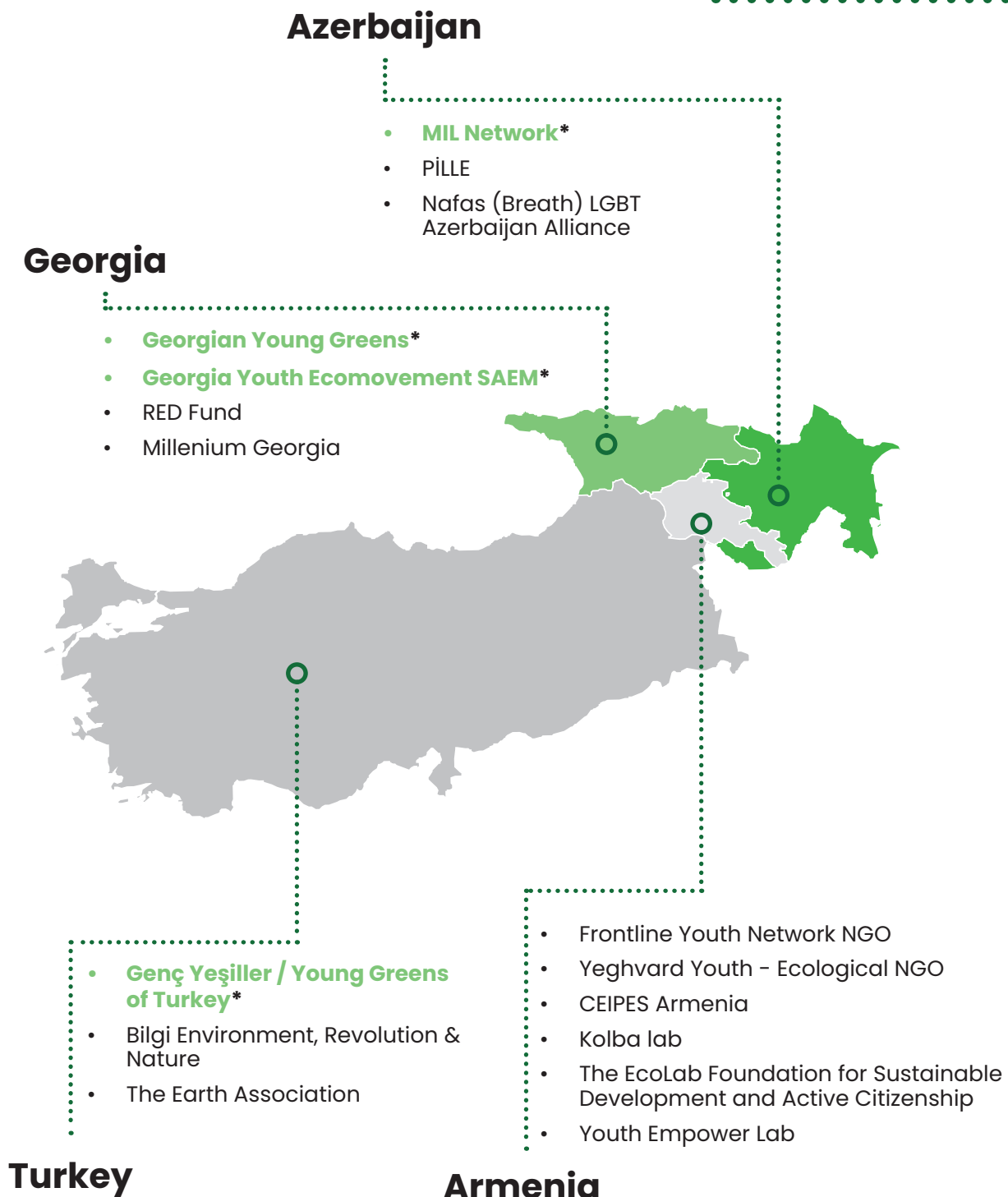
Organisation mapping – where did our participants come from?

Caucasus

*Member Organisation

Over 100 young people from Eastern Europe participated in trainings of the project.

The map depicts organisations we received participants from (excluding universities). Approximately 1/3 of participants came as independent activists.



Organisation mapping - where did our participants come from?

Balkans

*Member Organisation

- Balkan 1:**
 - Albania, Macedonia, Kosovo, Bulgaria
- Balkan 2:**
 - Croatia, Bosnia and Herzegovina, Montenegro, Serbia



Organisation mapping – where did our participants come from?

RUMB

*Member Organisation

Belarus

- **Belarusian Young Greens / Green Generation***
- Minsk Urban Platform
- Green Network

Moldova

- **"Gutta-Club"***
- Chisinau Summer Cinema
- NGO Invento
- NGO Voice of Soul
- NGO Essedis

- **Green Youth of Ukraine***
- NGO "Center of environmental initiatives Ecoaction"
- Ray of changes

Ukraine

Russia

- Local Initiative "Sustainable Development of the Central District"
- City Future Imaginarium
- Institute For Street Art Exploration

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Urbanifesto



Urbanifesto:

THE GREEN YOUTH IN EASTERN EUROPEAN CITIES

The following Manifesto was developed in the Cooperation and Development Network Eastern Europe's (CDN) training workshop by 33 young people from 16 Eastern European countries. It addresses common problems on economic, environmental and social aspects of urban life. The workshop was held in Istanbul from 24th - 29th of April 2018 as a part of the project "Urban steps for a resilient future". For more information: bit.ly/urbansteps

ECONOMY

We as youth living in Eastern Europe believe that neo-liberal narratives and practices like privatisation and monopolisation do not benefit society. Also, unregulated investments, regardless of their origin, can harm the economy, exploit the workforce and privatise public goods and natural resources. We see that corruption has infiltrated many layers of political society in Eastern European cities. This results in youth unemployment, lack of economic independence and inaccessible education. We consider affordable housing, free education and healthcare to be basic human rights, while industries in which the relevant cities have a stake in sharing the profits and participate in the decision making also represent a core part of city life and therefore their commercialisation is unacceptable. We believe that cities should be released from the shackles of centralisation and the decisions of the governors should be transparent.

We demand that all these problems are to be addressed at their roots and

a new and healthy foundation is built upon them. We demand creating socially and economically sustainable jobs in cities. We want Eastern European cities to commit to an alternative economy: local production, urban and economical commons and cooperatives through governmental subsidising and the inclusion of all the stakeholders. Workers' rights in cities should be protected and all manufacturers should be paying an additional tax if they are polluting the environment.

ENVIRONMENT

We as youth living in Eastern Europe conclude that there are several common environmental issues of great importance that need to be tackled. These issues include the following: waste, transportation and industries that cause pollution and health issues. We see the problem in consumerism and energy consumption that lead to toxic lifestyles. Another large problem in Eastern Europe is a lack of green areas and their unequal distribution (parks, forests, etc.) in cities.

We believe that the main reasons behind this are polluters, a lack of knowledge and expertise in the relevant fields, as well as a lack of regulations and their implementation. Municipal decision makers often put short term profits before the benefits of long term, sustainable industries. We also believe in the shared responsibility of citizens to keep their environment clean.

We demand strict environmental regulations from local governments. We encourage our cities to take part in global and regional movements (e.g. the divestment movement) and with that participate in the global environmental discourse. We demand the relevant authorities to improve eco-friendly city infrastructure. We encourage young peo-

ple and society in general to get involved and push the authorities to impose better regulations and improve existing ones. We demand formal and non-formal ecological education.

Inclusion: Education for an equal society

Education is a right, not a privilege.

We as youth living in Eastern Europe believe that social inclusion is a fundamental value which enables individuals in a society to fully participate in economic, social, political and cultural life. Unfortunately, in our cities we still face social exclusion and social stratification. Social exclusion is very complex and happens on many levels. One of the important social aspects of exclusion is unequal education, which is caused by segregation on the following grounds: age, gender, nationality, religion, ethnicity, economic inequality and different physical and learning abilities.

EDUCATION

Education is one of the pillars for our society. To achieve an equal society in which every citizen enjoys the right to learn, work and participate, we demand an inclusive educational system to build the capacity of educators to provide non-discriminating education and also monitoring of the educational system to ensure non-discriminatory policy implementation. We want authorities to provide facilitation for disabled people and optional minority language classes. We want educational programmes on inclusion (tackling questions of gender equality, minority rights, and rights of disabled people) and different forms of violence and safety. We demand au-

thorities to provide a system to protect underage students.

From the physical aspect, the urban/suburban dichotomy causes segregation from the city social life. To address this challenge, we demand advanced infrastructure and accessible public transport.

PARTICIPATION

We as youth living in Eastern Europe see that the dissatisfaction in the planning and implementation of the previous and current development projects cause a lack of trust in society. There is a system but the way to reach the system and the tools to use are unclear. The system is too bureaucratic and it takes a lot of resources, which either makes people give up before even starting to participate, or to lose interest in the meantime. The tools of participatory democracy are not fully accessible. The bureaucracy is extended because local authorities don't want to risk to take action. The decision making process and the data are neither transparent nor accessible. This shady system goes hand in hand with hiding corruption and result in more corruption. This inefficiency and lack of transparency makes people lose interest in participating in the decision making of their communities.

First of all, the people's trust in participatory democracy should be given back. We call on the local authorities to create tools that will ensure inclusive participation of the communities. Local communities are manipulated at public hearings because the ideas of people are not taken as actions but as "suggestions". We want to be able to trace where our taxpayer's money is invested in local communities and we want them to be invested in the necessities of our community.

We demand open, unbiased and effective public hearings that ensure community representation. We believe that existing digital means provide many opportunities for citizen inclusion and engagement in the decision-making process. We, as young people, want to have open governments providing open data in every aspect of governmental functioning. We believe that openness of government data should be extended to the local and municipal levels that will enable trust and community building at the most local level. We call for civil society, think tanks, academia and other third actors to ensure the public has access to information regarding the proj-

ect in question and we demand the government to facilitate this. We demand legally binding consensuses.

But most importantly we ask our fellow people to take interest in their own communities. Keeping in mind that local communities have the right to make decisions that are of interest to them and the governors are only elected representatives, we ask people to participate. Power will be given back to the people by self-organisation. We suggest a suitable atmosphere of exchanging experiences among communities and activists, and collaboration.



Training for Trainers, Istanbul, April 2018

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**What urban activist
personality are you?**



What urban activist personality are you?

Have you ever wondered what kind of activist personality you are?

There are multiple ways of getting engaged. Albert Einstein Institution, for instance, collected 198 methods of non-violent action. Find out what type of activism might suit you best by making our test „What urban activist personality are you?“.

Don't worry, we are no psychologists, so we won't make a personality profile of you. The test shows you that it does not need much to become an activist. There are various ways to become and be one. Test answers will lead you to real urban activists from our regional trainings. We hope you will get inspired by reading their stories.

1. Which positive characteristic would you say is most like you?

- A: enthusiastic
- B: problem-solver
- C: efficient
- D: loyal
- E: organised
- F: empathic

2. Where do you get your inspiration from?

- A: family
- B: friends
- C: activists
- D: famous people

3. What magic power do you most want?

- A: telepathy
- B: see the future
- C: time travel
- D: to become invisible
- E: incredible strength

4. In a crisis, you see yourself as someone who...

- A: thinks things through, then acts
- B: acts first, thinking wastes time
- C: prefers to encourage others to take action
- D: thinks everyone will act once they know what is going on

5. About which aspects in your city do you get most upset with?

- A: social
- B: environmental
- C: cultural
- D: political
- E: economical

6. To change the world, you believe in...

- A: peaceful resistance
- B: open confrontation
- C: mobilising masses
- D: grass-roots activism

7. Which do you believe is the most effective way to stand up for your beliefs and make your city a better place to live?

- A: organise a nonviolent protest or civil disobedience
- B: organise a festival
- C: start a social media campaign
- D: join an NGO
- E: organise a public forum
- F: start a research project

Results

Now transfer your answers from the above into the table. The shortcut that emerges most frequently is your urban activist. Shortcuts (Ad, Al, Il, Ir, Ks and Yu) stand for names of activists (see below the table).

	A	B	C	D	E	F
1	Ir	Yu	Ks	Il	Ad	Al
2	Ir	Ad, Al	Il, Ks	Yu	-	-
3	Yu	Il, Al	Ks	Ad	Ir	-
4	Il	Ir, Al	Ad, Ks	Yu	-	-
5	Ks	Yu, Il	Ir	Ad	Al	-
6	Ir	Ad	Il	Ks, Yu, Al	-	-
7	Ir	Al	Ks	Yu	Il	Ad
Congratulations! Your urban activist personality is:						

Legend: Ad = Adi | Al = Allem | Il = Ilya | Ir = Irdi | Ks = Ksenija | Yu = Yuri

Read about your urban activist





Yuri,
Belarus, Grodno

Yuri is an urban activist from Grodno, Belarus. Yuri got angry about many aspects in his city, „which I can't ignore and act like everything is perfect“. As main problems in Grodno he identified the dysfunctional public transportation system, problems with accessibility of public spaces, and residential areas that are growing without any logic. A video where it was explained why post-soviet cities are so weakly developed in a perspective of urbanism, by Video blogger Ilya Varlamov inspired him and motivated him to get active. Yuri became a volunteer at "Green Network", an NGO that deals with green and eco-related topics.

Yuri's activist advice: Find a good team and move from small projects to bigger ones.



Ksenija,
Montenegro,
Podgorica

Ksenija is an urban activist from Montenegro. She is an active member of ZID, an organisation dealing with people on the margins. The organisation, among other projects, leads a platform for youth employment in Eastern Europe and other social projects. It conducts Erasmus+ projects and has EVS volunteers. Ksenija is a good networker and loves to meet new people. That is why people in her organisation like to call her „manager“, „because I'm always the one who

shares all the calls, workshops and stuff like that“. Her favorite action was a trip to Skadarsko lake, „where we gathered different societal groups (pensioners, employed, activists) and there we promoted volunteering“. They were conducting repair work together with the local communities. „We were painting trails, fixing benches, and later we went kayaking on the lake“.

Ksenija's activist advice: Realise that every reason for volunteering is valid. The consequence will be that you contributed to the society.



Ilya,
Russia,
St. Petersburg

Ilya is an urban activist from St. Petersburg. He participated in a movement to turn an empty space into a park instead of constructing new buildings as it was originally planned by the city government. „As a result, we've reached the cancellation of a construction at the empty site and we hope that the situation will be developed in the future“. Like-minded people inspire him. Ilya studies and works at ITMO University where he is involved in scientific support of city projects. His way of becoming a city activist was incremental. He was hanging around the industrial belt of his city a lot and started to think about the changing meaning of these places for the city.

Ilya's activist advice: You should find your allies and „enemies“. Talk to everybody. There aren't any allies and enemies in the city. There are people who want to make it well but in different ways. Find a compromise, explain why you think that something is good or bad. Don't be afraid of communication with the government, they aren't wolves :)



Irdi,
Albania, Tirana

Irdi's first contact with activism was when he got in touch with an organisation that is fighting for animal rights. He got in contact with them via Facebook and then helped them to find shelters for stray cats. As a student, he was trying to improve conditions for students in his university. Together they were working on an anti-corruption tool. Thanks to the tool a teacher got suspended who was breaking the regulations. As an urban activist, he was part of the organisation Ecovolis. With the organisation they were conducting, among other things, public interventions. „With Ecovolis we took actions to liberate the streets of cars and get new bike lanes in the city, it inspired me to take action on reclaiming public spaces“. Irdi burns for the topics LGBT+ and gender rights, students' empowerment and free public universities. His girlfriend is his inspiration.

Irdi's activist advice: Everything is possible if you work for it.



Adi,
Bulgaria, Sofia

Adi is a student of urban studies. She got involved in protests against Bulgarian politicians and environmental degradation. Adi is approaching activism with a very creative perspective. She is part of a theatre association of independent artists in Bulgaria. Difficult conditions are the motivation of Adi's activism. „Difficult

causes, that are not easy to solve and are usually a subject of stereotypes and ignorance“. Adi is convinced that issues like gender, ethnicity, environmental issues and economical development are interlinked. In urban activism, she is not involved as a street activist but as a researcher. She conducts her research on neighbourhoods, public spaces, energy consumption, migration and policy making in cities.

Adi's activist advice: Don't worry too much about difficult situations. Let them be your source of creativity and action.



Allem,
Kosovo, Mitrovica

„Things that I missed when I was kid made me an activist, I wanted to fight for a better future for other kids“. Allem tried out different fields of activism and finally became an urban activist. Now he is part of an organisation called 7arte, where he is volunteering for the „GreenFestival“. For Allem it is not a priority to belong to an organisation. Often, he is just organises actions with his friends in non-formal groups. For a long time now his family lives in Mitrovica and he doesn't want to see his home in a bad condition and wants to make his city a better place. „Here in Mitrovica we don't have a lot of green spaces, public spaces, but we have old non-used objects“. Lately they were painting some public walls.

Allem's activist advice: You don't need be member of a group to make a change in your city. Just gather your friends and start a small project. In the future your experience grows and projects become bigger.

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**Cinematograful
Buiucani:**

**A success story of
urban youth activism**

.....



Cinematograful Buiucani

Summer cinema in Chishinau

In Soviet times, in a lot of green areas and public parks, so-called “summer theatres” were constructed, which played a big role in promoting culture and education among neighbourhoods. Local communities had a stage for dancing, singing and theatre improvisation. Chishinau is famous for having a lot of vast green areas, separating the districts of the city. It is not surprising that after the collapse of the Soviet Union these theatres got abandoned.



When I moved to Chishinau to study in 2010, I lived next to one of these areas, in which one of these abandoned summer theatres was located. In 2013, it came to my mind to re-open a summer cinema. I shared my thoughts with some of my friends, who immediately supported the idea. Soon, we formed a small group of people who were ready to act. Personally, I am very passionate about movies and was imagining the positive impact this summer cinema might have on our neighbourhood. Neighbourhoods in Moldova are very divided, mostly into Russian speaking and Moldovan speaking communities. By screening films from all

around the world and in different languages, we wanted to prove that the world is much bigger and diverse than we think and that there are many advantages of getting out of our language bubble. Additionally, we were planning to educate teenagers by means of films to motivate them to become active members of our society.

With this vision in our minds and with a lot of enthusiasm we started acting. We contacted the municipality, describing the idea. There was no need for big investments, just around 1300 Euro for movie screening equipment. The infrastructure of soviet theatre was very good, therefore there was no need for bigger renovations. Unfortunately, the replies of the municipality were disappointing. Several departments told us that they support our idea. However, they were not willing to give us financial support. As a result, I contacted big Moldovan private companies, rich ones. It did not work out either. After 2 years, I read an article about project grants from the European Cultural Foundation. ECF was ready to grant up to 10.000 Euro for projects related to local communities. I successfully applied with our idea of summer cinemas and received a grant of 7730 Euro in the beginning of 2016. In May 2016, we were planning to renovate the theatre and shortly afterwards to start screening movies in the park, absolutely for free. We applied with all necessary documents to be approved by the municipality in February 2016. Due to Moldovan law documents had to be signed by 5 to 6 officials from different municipality departments.

This should have not taken longer than 3 month, but It took almost 2 years. In June 2017, we got the final approval and renovated the cinema within 3 weeks. Finally, in July 2017, 4 years after the initial idea, we had the official Opening Ceremony of "Cinematograful Buiucani". As planned in 2013, we projected movies from all the world, absolutely for free. From 2016 to 2018 we screened more than 200 movies, starting from Hollywood blockbusters to masterpieces of young Moldovan film directors. We hosted several National Film Festivals and music concerts. In 2019, our summer cinema continues. Today that area of the park starts to look modern. The municipality installed night lights, playgrounds and fitness areas.

From my experience with this project I would like to give here advice to you, young activists: First, never give up if you believe that your idea is worth to be implemented (despite of all obstacles - there is always somebody who will help you). Second, do not have big expecta-

tions. It is much easier if something should not go as planned. And last but not least, keep looking for the "right people" and let them participate fully in the project.



By Nicolai Chirnev

*founder of "Cinematograful Buiucani"
Urban activist and participant of the Training
for Trainers training in Istanbul*



6



Steps of urban activism:
**From participant
to trainer**



After the international and regional phase of Urban Steps, we got in touch with three participants – Lusine from Armenia, Daria from Russia and Merisa from Bosnia and Herzegovina. All of them participated in the Training for Trainers in Istanbul and afterwards became trainers (prep-team members) for their respective regional training. Our goal for the interview was to find out more about their activism and the experience of transferring their knowledge. That is why we asked them to reflect on their transition from participant to trainer.



Lusine
Berd, Armenia



Daria
St. Petersburg, Russia



Merisa
Tuzla,
Bosnia and Herzegovina

Could you please introduce yourselves?

Lusine: I come from a little city called Berd in the north-east of Armenia. I study Human Rights and Democratisation and work as a women’s rights defender. As I am interested in gender issues, feminism (both as a global phenomenon and Islamic feminism) and peace building, I have been involved in Women in Black, Armenia peacebuilding initiative and was a founding member of Frontline Youth Network, aimed at empowering young people from frontier lines and rural communities to become leaders who advocate for democracy, strong civil society and equal rights.

Daria: I originally come from St. Petersburg, the cultural capital of Russia and the city of white nights. My work at an international development company al-

lows me to be in a close contact with city planning, landscaping and neighbourhood planning on a daily basis. And little by little I feel being a part of the changes in the urban layers, too. My Master in Urban Planning and Spatial Development has brought me to volunteer in related areas. There have always been projects on creating cultural centres in the neighbourhoods, restoration of monuments in the old town, the Day on Bicycle parade, separate waste collection, support for local feminist communities and many other involving stories.

Merisa: I come from Tuzla, Bosnia and Herzegovina. My activist engagement is part of the Youth Movement Revolt which is a non-governmental, non-partisan youth organisation founded by a group of students in Tuzla. The Nongovernmental Organisation (NGO) has since coordinated and conducted a number of innovative local actions and advocacy

campaigns in the Tuzla region. Revolt's mission includes building a strong and active civil society, especially through greater youth participation, and raising awareness of crucial issues facing the country. The main objectives that Revolt promotes are ideals and values of democracy, social justice, peace and non-violence, a fair educational and health system, gender equality and ecological awareness. Revolt helps young people in the fight against nationalism, injustice, class inequality, corruption, discrimination, violence, segregation, irresponsible and negative authorities.

What motivates you to do activist work? What drives you?

Lusine: In my early university years I started to volunteer in a local women's rights NGO: I got to know and discover sensitive topics such as sexual and reproductive health and rights issues, gender based and domestic violence, sex-selective abortion etc. I became more active in this field by taking part and organising public events and awareness raising trainings. Being more active for women rights inspired me to become more conscious and responsible about sharing some knowledge and experience of mine.

Daria: You know, having faced the reality, I noticed how challenging activism can be: there is always a struggle to get a permission for any kind of activism in my country, because you have to collect loads of papers and signatures. And sometimes there are furious and sceptic people in the opposition. But an outcome of a project that is a result of many steps of collectively organised work where everyone matters - inspires me.

"I believe that activism unites people with common ideas for a better life."

Merisa: What motivates me is the fact that we live in a fascist, heteronormative and patriarchal society and that

"I have the duty and obligation to fight for the values I live and advocate"

in both - my private and public life.

You were a participant at the international activity in Istanbul. What motivated you to become a prep-team member for the regional trainings?

Lusine:

"The training in Istanbul was my first step into the newly discovered world of green and urban activism."

I feel that this is something that we all need to care about and act to create better harmony between human and nature. Through this training I felt responsible to share the information and my experience with my friends and colleagues. Being a prep-team member in the regional event was the most heart-warming experience ever.

Daria: I've met such energetic, creative and experienced people leading their communities for urban activism in fields of advocacy and project management. The workshop in Istanbul was incredibly informative to me and at that exact moment I realised I want to spread the knowledge I gained at the Training for Trainers (though I wasn't confident enough to teach yet).

Merisa: Before I became a participant in the Training for Trainers, I have been exploring the concept of Alternative Urbanisation, doing local actions in line with this topic and directly dealing with the problems that Alternative Urbanisation is dealing with. What motivated me to become a part of the prep-team, was the fact that I was so motivated by the people and the atmosphere at Training for Trainers, their engagement and commitment to the topics, the work and desire to transfer it all to the participants. It ignited the desire in me to become part of this team, and to transfer all that energy and knowledge to other people - new participants.

Was the Training for Trainers in Istanbul your first experience as an urban activist?

Lusine: Yes, Training for Trainers was my first experience as an urban activist. Now I am involved in CDN's Alternative Urbanisation Working Group.

Daria: Before my involvement with Urban Steps, I took part in a few study projects and volunteering experiences based on urban activism or spatial planning. Some of those projects didn't end with big outcome, but some small, meaningful changes. After I participated in Training for Trainers, I found new contacts with the "like-minded group" and created a network of urban activists at home, in St. Petersburg and the nearest cities.

Merisa: The training in Istanbul was my first experience with urban activism on that level. Before that, I worked on some minor activities that were related to urban activism.

What was the transition from participant to prep-team member like?

Lusine: It was my first intercultural experience of being a prep-team member. As a result, I gained lots of skills on how to plan, organise and evaluate an international event, in this case the regional training. It was a really nice experience.

Daria: Hesitation was the key to contemplate whether to apply for the prep-team position or not. Honestly, I knew from the start we all were beginners, but I couldn't predict my performance being an "assistant" there. I took a chance and applied. As a result, I was invited to join the international prep-team and that is how the journey continued.

Merisa: It took several months for that transition. At one point, I really felt that I was already a member of the prep-team, which was a great pleasure. In that transition, I managed to convey ideas, skills and practical values around people who are not only passionate about urban activism, but also share green values and

perspective, such as anti-consumption and anti-capitalism.

What were the biggest challenges as a regional training prep-team member?

Lusine: The biggest challenge was the concern of not delivering the message you wanted to deliver and lose the control over certain sessions. But to my pleasure, the concerns didn't come to life.

Daria: I wouldn't say it was that easy for me to help with organisation of the training in Belarus. Firstly, it required scheduled team member online meetups. We divided tasks within the group and I was consulted any time when I had questions or needed guidelines. Still, the biggest issue was to improvise when I met the first (and luckily last) criticism from the participants on the first day of the regional training. Some people were not satisfied with the tasks given and I panicked. But as they say "a smooth sea never made a skillful sailor" - somehow proper answers came to my mind and we found a common language with our participants.

Merisa: The biggest challenges in the regional training were about how to transfer my experience to others and whether my experience would be sufficient enough. Urban activism isn't specifically my field of action, but the regional training motivated me to deal more with urban activism in practice.

All regional trainings had a specific focus. What was the focus of your regional training and why was it important for your region?

Lusine: The topic of Caucasus and

Turkey regional training held in Batumi, Georgia, was "Participation in Public Life Through Inclusive Public Transportation". The topic was developed in connection with in-depth analysis in the Training for Trainers. Having green, inclusive and safe public transportation in our region is a path for greener urbanism.

Daria: The training named "Role of Public Spaces in Community Building" was held in Grodno, Belarus. We had participants from Russia, Ukraine, Moldova and Belarus. Each participant had her/his own perception of what urban activism is. Moreover, we planned to come to a common decision on analysing the situation in the cities they come from and to do a local action that would help to improve life in their neighbourhoods. It was expected that participants would mobilise their colleagues interested in the topic of urban change and would make common events in their home countries with a support from CDN and Member Organisations.

Merisa: The topic of regional training in Belgrade was "Public Space and Social Policy". For my region the topic is very important because there is a lack of youth participation in the fight for public spaces and lack of involvement of young people in the work and the affairs of city administration. In addition, there are problems with public transport, accessibility related mostly to public institutions and marginalised groups of people.

What are your future plans in urban activism?

Lusine: As a result of this project, I felt inspired enough to become a member of CDN Working Group on Alternative Urbanisation.

Daria: Regarding my interest in the field of urbanisation, I've set a goal to find my dream job as an urban planner and I'm on my way to reach it. Along with that, I will volunteer in local and international projects to exchange knowledge and broaden my mind learning "how to...". And I feel confident to approach CDN if I would need help in future projects. Among upcoming projects there is one dedicated to waterfront areas in St. Petersburg and their development. Another event I'm excited about to attend is the CDN and FYEG co-organised study session "The Glass Ceiling Is Not Your Limit" in Budapest about gender inequality and its outcomes. Both events, in my opinion, will result in a change for urban communities we belong to, socially and spatially.

Merisa: My plans for further work in the field of urban activism are identification of major issues that could be strategically worked out, involving larger working groups that are already working on similar problems, networking with them and similar groups and organisations. In addition, I plan to be more involved in the local community I live in, my organisation and the group of people I am surrounded by. I plan to be part of the CDN Working Group dealing with Alternative Urbanisation and urban activism in order to achieve the stated goals and objectives.

Want to learn more about Green Cities and Alternative Urbanisation?

Sign up for the **URBAN STEPS FOR RESILIENT FUTURE** online course developed by CDN and the Green European Foundation

Click here:

www.mygreenlearning.eu

This course introduces young learners to urban communities, empowers them to shape and improve those, and to ultimately create more sustainable green cities based on the principles of inclusion and democracy. It features an introduction to different concepts concerning public spaces and urban commons, explore various examples of urban activism as well as grassroots and entrepreneurial initiatives, illustrate urban problems and propose good practices.



7



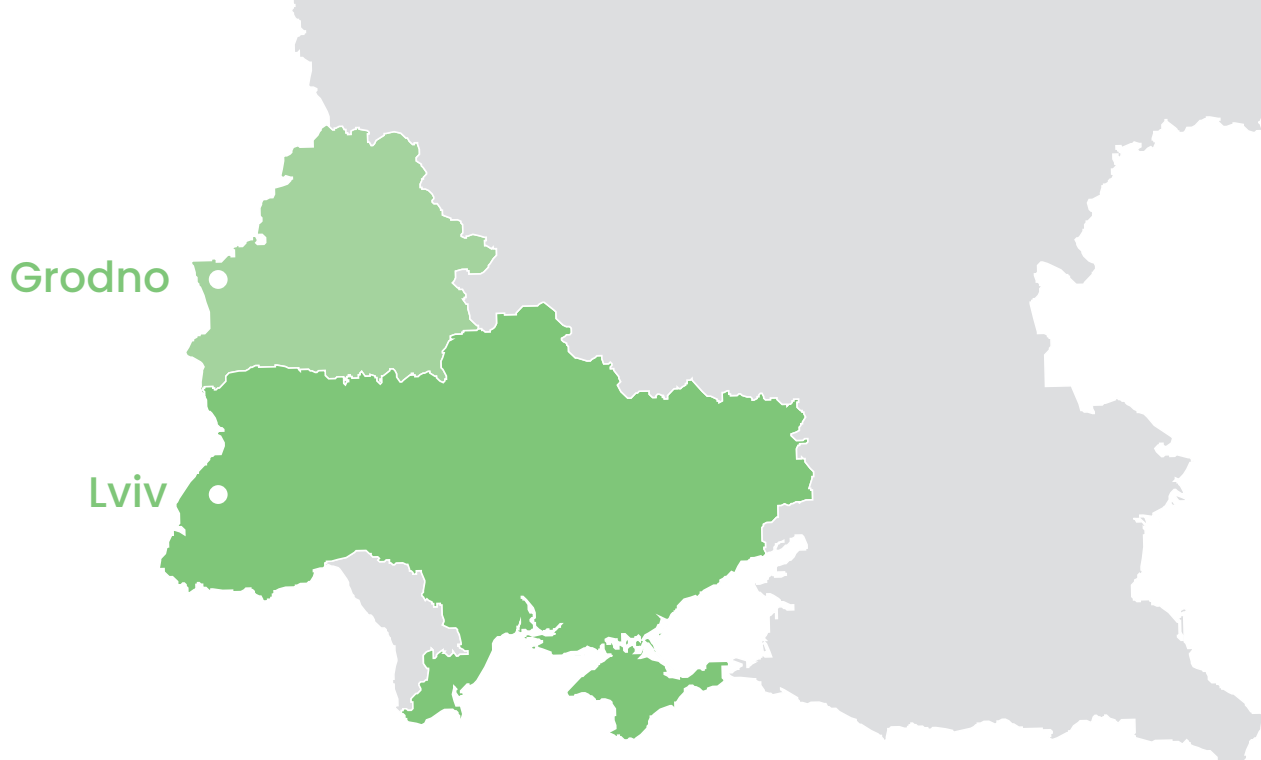
Local actions

RUMB

Balkans 1

Balkans 2

Caucasus



Local actions:

RUMB

“Mobile ramps in the center of Grodno”

Who: Yuri Puchko

Where: Grodno, Belarus

Type: transportation, inclusion, social

.....

Yuri is tackling with his project the problem that many public spaces (like public buildings, coffee shops, restaurants) in the city centre of Grodno are hardly accessible for people with limited mobility (disabled people, moms with buggies, tourists with big suitcases). The goal is to fight for a barrier-free environment for people with special needs in Grodno’s city centre, in order to make their participation in public life easier and richer. Yuri is lobbying for mobile ramps in the city centre by negotiating with local shop owners and a small campaign to increase awareness.

.....

“Creative Urbanism”

Who: NGO “Ray of change”

Where: Lviv, Ukraine

Type: educational, creative, ecological

.....

In the local neighbourhood Syhiv, Lviv the group plans, in cooperation with other local groups, to convert an abandoned object into the first creative art zone for ecological topics. Young people from the neighbourhood shall become involved into the process. Ray of change wants to encourage them to creative and to reflect on environmental dimensions for of transforming the abandoned object. This way, the project contributes to community-building among young people in Syhiv. In the near future, further art zones are planned with support of the local community and University.

.....



Local actions:
Balkans 1

“Time is money”

Who: Irdi Ismaili

Where: Albania, Tiarana

Type: transportation, inclusion, creative

A group of young people from Albania are tackling a prominent issue in Tirana’s transport system: Lack of information regarding bus timetables. This is a prevailing problem in the transportation system in Tirana. The lack of information becomes also an excuse for the transport companies to abuse and not offer proper transport service; buses are never on time, and there is no control system. Having this in mind, the group studied the bus timetables and provided the citizens with clear information on their schedules, by putting a timetable sheet with a route map in each station of one of the major bus lines in Tirana.





Local actions:
Balkans 1

“Tr Passageways 1.0”

Who: Alba Kuci and Reada Lemnusha

Where: Albania, Tiarana

Type: neighbourhood regeneration, environmental

.....

In a periphery of Tirana, young activists will make an intervention to bring life to this place. The intervention consists of a light installation in one of Tirana’s neighbourhoods. The idea is to use fluorescent stones as paving material which would bring vitality to the space, as well as provide minimal environmentally friendly interventions. The process of installing these lights will also include the community, as they will be the ones placing these lights, with the help of the organising team. The main aim is to make the space user-friendly during nighttime, promoting social life as well as providing a simple cheap solution that could easily be applied in other neighbourhoods as well.

.....

“All about nature”

Who: Albanian Young Greens

Where: Albania, Tiarana

Type: environmental, awareness raising, education

.....

A group of young people in Tirana, will tackle environmental issues effecting the city of Tirana by planting 15 trees in a environmentally damaged neighbourhood in the suburbs of the city. This activity takes place as part of the goal to raise awareness on environment protection in our cities. This activity will also be followed by a meeting with young people in Albania and different stakeholders concerned with environmental protection issues. The process of planting trees will be realised with a volunteer contribution of members of Albanian Young Greens as well as young volunteers. Indirectly, this action also aims at promoting voluntarism in Albania and involves young people in these processes.

.....



Local actions:
Balkans 1

“Kuprom Factory, Cultural intervention”

Who: International Civil Association, 'Cultural Echoes' - Skopje

Where: Skopje, Macedonia

Type: festival, space re-use, awareness raising, cultural promotion

The local action consists in a one-day event, a civic gathering with educational, promotional and cultural-artistic as well as environmental awareness activities. The whole activity takes place in an abandoned building, the Kuprom factory and aims at raising awareness and introducing the possibility of making use of this building to the local residents. Throughout the day, a vast number of activities will take place in this space: volunteer cleaning of the exterior and interiors of the building, a multidisciplinary exhibition space in the premises of the factory, movie projections of films made at this factory, local fairs, artistic performances and speeches as well as music festivals. The activity will be promoted through a 40-day campaign.



Tuzla

Local actions:
Balkans 2

“Our cities, our spaces”

Who: Youth Movement Revolt Tuzla’ and ‘Dobre Kote Sarajevo

Where: Tuzla, Bosnia and Herzegovina

Type: inclusion, urban intervention

This action consisted of the redeployment of an abandoned space and the revival of that same area, giving a gazebo structure that offers an open view of the surrounding area, that can be used for relaxation or entertainment. The result was an Open Space for Youth and all other citizens that will enable to gather in order to produce various contents, to gather youth around their own space during the building action, and involve young people, in co-operation with local government, communal services and space building, and street lighting services. Street lighting was very important for the project because it provides a safe space for youth in the public area.





Local actions: **Balkans 2**

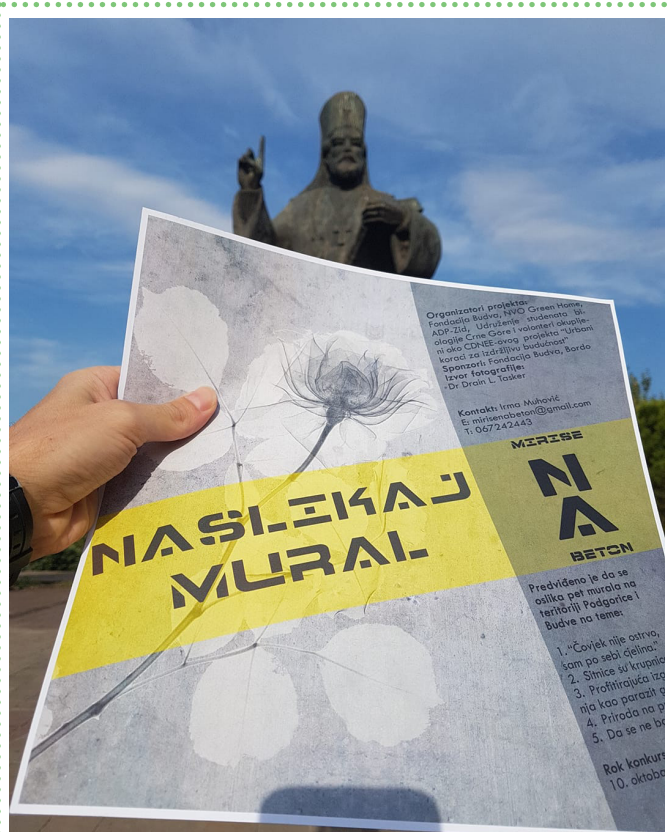
“Smells like Concrete”

Who: 'NGO Green Home', 'ADP-Zid', 'Foundation Budva', 'Montenegrin Organisation of Biology Students Association'

Where: **Budva&Podgorica, Montenegro**

Type: *inclusion, awareness raising*

The Local action consisted of a development of several murals painted on public properties on several cities in Montenegro. The general theme was environmental protection and more specifically excessive urbanisation. The call for painting the murals was open to anyone but primarily targeted young artists. The goal of the action was to engage artists and collaborators in a discourse on environmental protection as well as to point out to the citizens that this topic is important and they should take part.



Organizatori projekta:
Fundacija Budva, NGO Green Home,
ADP-Zid, Udruženje građana iz
okoline Crne Gore i volonteri i okupljeni
u oko CDNE-ovog projekta "Urban
koraci za održiviju budućnost"
Sponzorirani Fondacijom Budva, Bordo
Izvor fotografije:
"Dr. Draž L. Tokić"

Kontakt: Irma Muhović
E: miranecabator@gmail.com
T: 067/242443



NASLEKAJ MURAL

- Predviđeno je da se oslikaju pet murala na teritoriji Podgorice i Budve na teme:
1. "Čovjek nije ostrvo, sam po sebi delina."
 2. Smeće su krupina
 3. Profihirajuća iznaja kao paraziti
 4. Priroda na p
 5. Da se ne iz

Rok konture
10. oktobra



Local actions:
Balkans 2

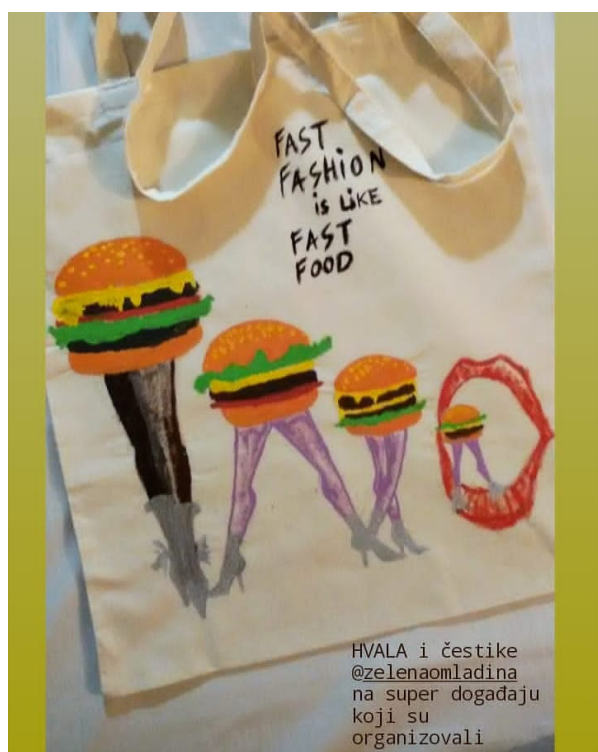
“Ethical vs. Fast Fashion”

Who: Serbian Green Youth

Where: Belgrade, Serbia

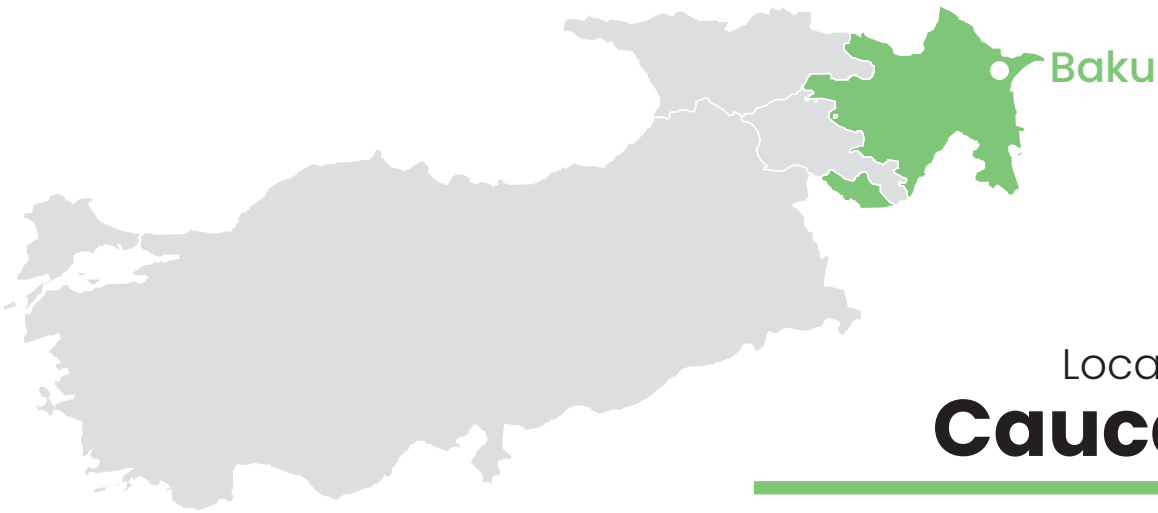
Type: awareness raising, education

Aim of this project was to shed a light on fashion industry today: mainly on the issue of fast fashion. A three day event was organised, in which there were lectures on different aspects of fast fashion, documentary screening explaining environmental and social problems caused by fashion industry and a workshop in which textile bags were painted with different relevant messages that people are spreading long after the event itself. The third and final day was about second-hand clothes exchange in a public park that was all about promoting more sustainable ways of shopping.



HVALA i čestike
@zelenaomladina
na super događaju
koji su
organizovali





Local actions: **Caucasus**

"MIL Urban"

Who: MIL Network

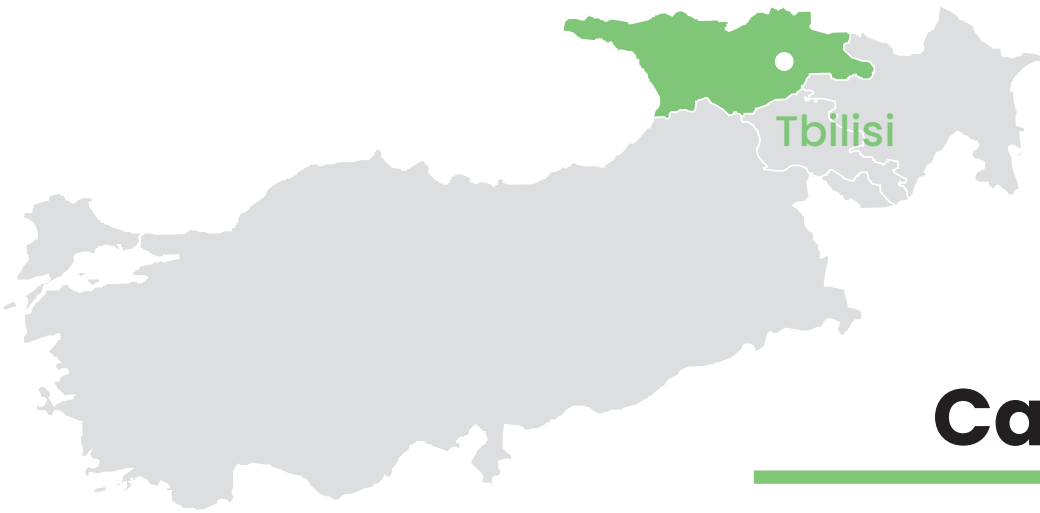
Where: **Baku, Azerbaijan**

Type: education, urban intervention

The Local Action organised by MIL Network was about Alternative Urbanisation and it contained two full-day training sessions with almost 20 participants. We included "The Introduction to Alternative Urbanisation" webinar session with CDN Urban WG representatives, "Sustainable transport system for the City", "City Building Workshop", "Design of Baku and Environmental Solutions", "Urbanisation and Gender", "Urban Gardening" sessions.

The main achievements and impacts made by our project were to enlighten young people in the sphere of Alternative Urbanisation, to raise awareness with discussions and transferring important knowledge and inspire them to work in groups for better city planning in the future.





Local actions: **Caucasus**

“Two weeks of Tram”

Who: Georgian Young Greens

Where: Georgia, Tbilisi

Type: transport, sustainable mobility, ecology

The priority of the project was transport and ecology. As it is possible to allocate money from building new roads to laying tram tracks - we decided to build our campaign around this subject. Trams have many advantages such as connecting distant parts of the city, reducing pollution and are more comfortable for people with disabilities. Tbilisi, like its sister cities in the region, faces severe ecological problems. More than 70% of greenhouse emissions are emitted by

means of transportation. Because of the fast urbanisation the number of the city dwellers' is becoming higher and higher. Combined with this, the local government is investing in irrational transport policies such as widening roads for motor vehicles.

The local action consisted of conducting a comprehensive advocacy campaign for trams in order to raise awareness in the Tbilisi population. Our goal was to point to the necessity of trams as a solution to transport related urban problems. Furthermore, we influenced politicians and other main stakeholders through lobbying at citizen level during the period of presidential elections. There was also a gathering of petition signatures on the website of Tbilisi City Hall, to remind that the topic is urgent, while the commission is working on zoning.

#ტრამვაითობილის
younggreens.ge





Local actions:
Caucasus

“Prototyping Timetable”

Who: Yerevan Abrahamyan

Where: Armenia, Yerevan

Type: mobility

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The starting point of the action was to identify the main bus routes used by students. According to that, appropriate meetings and negotiations were organised with the representatives of Yerevan Municipality and selected bus agencies for collecting information and materials. After fulfilling and summarising this task, organisational parts will be launched. The offline timetables will contain general information of chosen bus routes, such as frequency, starting and ending points (any specified additional information will also be included). As a final outcome of the local action, numbers of offline timetables and strategy/draft for online version of it were developed.

.....

“Public Transport User Manner”

Who: Frontline Youth Network

Where: Armenia, Yerevan

Type: public transportation, inclusion

.....

As a part of the local action, personal stories based on real problems of people in public transport and alternative solutions to them were presented by using humor and comic interpretation of the reality. The topics of the stories were: sexual harassments, free space, respect over others, time management etc. Such as, “Hello! This is Armen. He uses public transport every day. While getting in the transport, he let people to leave it first. He doesn’t rush and jump on people’s face. He is smart and gentle. Be like him!”. The aim of the project was to contribute to more participatory and inclusive public transportation. This was done by raising awareness on relevant problems regarding the usage and participation of public transport, encouraging positive change and using humor as a tool for making passengers more sensitive over the issues like the right to mobility, non-discriminatory and inclusive transport, gender abuses at public transportation etc.

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8



**A toolbox for your
awesome project**



Got an idea how to change the world or your backyard? Or have you noticed something in your neighborhood, street or the city that bothers you and something you could actually try to make right? Take your observation or undeveloped project idea and go through this section that might help you create a real, local and implementable project!

If you are at the beginning and only have a vague idea about what you want to change, start with the “Problem and Solution Tree” section. It will help you to understand the possible scope of making a change and how to achieve it. If you already have visualised your project or idea, proceed to “Aims and Objectives”. Other tools presented in this section will help you add different layers to your project idea and make you more aware of what else you have to think of.

Which tools are the best for you and your project will have to be decided by yourself. Do not expect to be an expert in project management after reading through the tools once or twice. No one is expecting you to be an expert right away, and frustration sometimes is a helpful part of the process towards your aim. You just have to choose one or maybe all of the tools and try them out. Believe us, it will help you in the long run!

Problem and Solution Tree

The main idea of the method “**Problem Tree**” is to ask WHY. Why is it happening, why does the issue keep on repeating. Asking WHY to an already defined problem will help you to dig deeper and see the “ecosystem of the problem”.

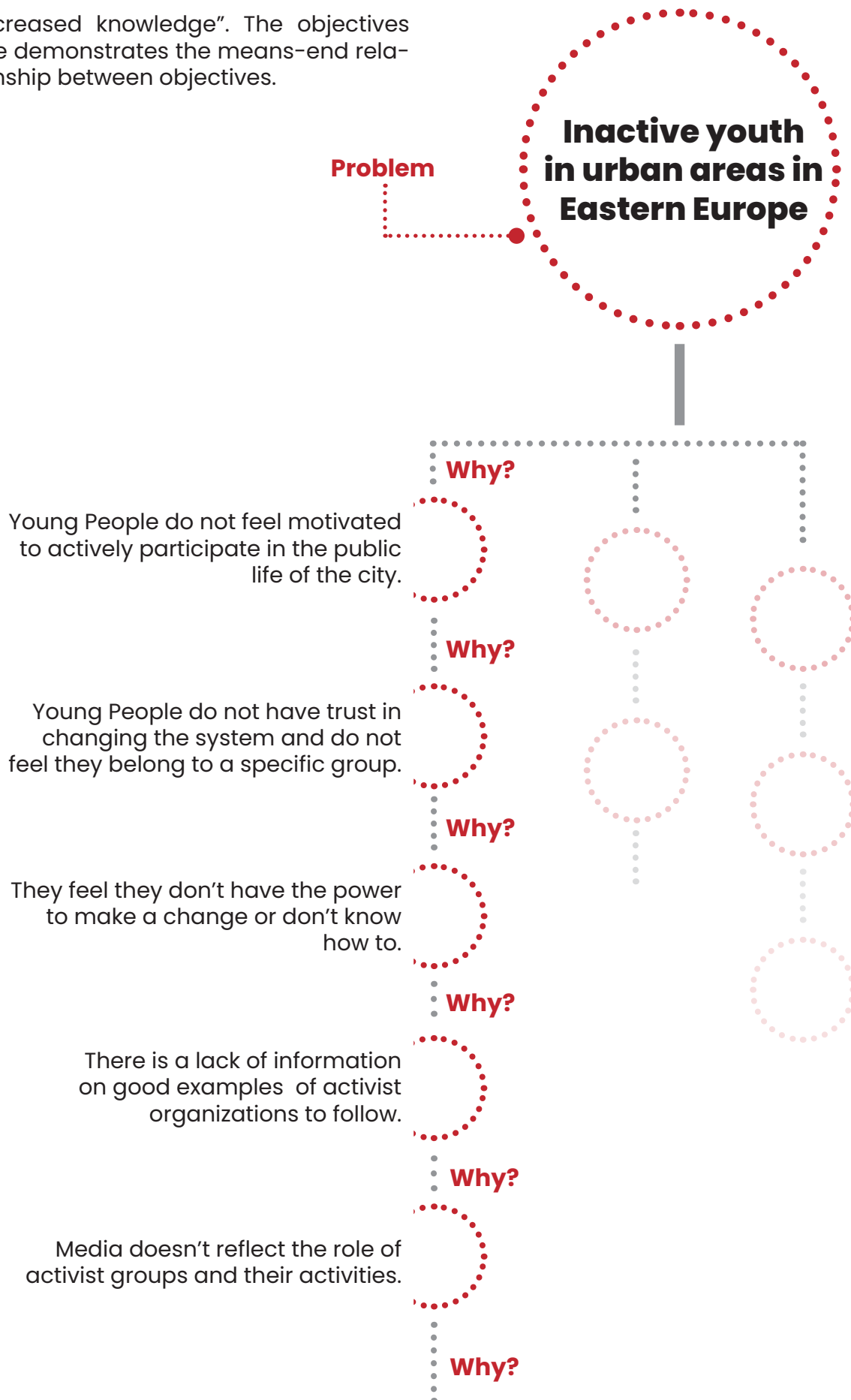
The easiest way to create a Problem Tree is to write the existing problem as a statement on a paper or flipchart and then to write down under the answer to the question “Why (is this happening)?” beneath. Do not worry if it seems like a broad topic because the Problem Tree will help break it down. The problem or issue you wrote in the centre of the flip chart becomes the ‘trunk’ of the tree. The wording does not need to be too detailed as the roots and branches will further define it but **it should describe an actual issue that you feel passionately about.**

Next, identify the causes of the main problem - these become the roots - and then identify the consequences, which become the branches. These causes and consequences can be created on post-it notes or cards, perhaps individually or in pairs, so that they can be arranged in a cause-and-effect logic. The heart of the exercise is the discussion, debate and dialogue that is generated as factors are arranged and re-arranged, often forming sub-dividing roots and branches (like a mind map).

The trunk is the main problem. The roots represent the causes of the core problem while the branches represent its effects.

A Solution (also called objectives) Tree is developed by reversing the negative statements that form the problem tree into positive ones. For example, a cause (problem tree) such as “lack of knowledge” would become a means such as

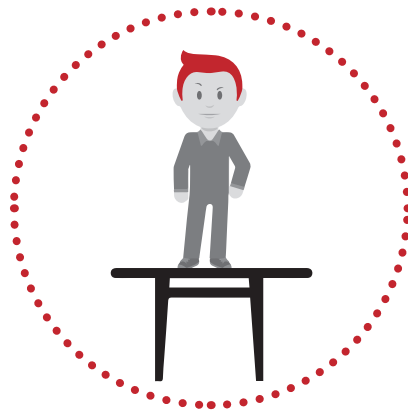
“increased knowledge”. The objectives tree demonstrates the means-end relationship between objectives.



Aims and objectives

Let's have a thought experiment:

Let's imagine you have a table in front of you and are given the task to climb on top of the table without using hands. Take some time start thinking how to manage it. What will you do?



You had an aim:

Get on the table without using hands

After some thinking, the result will be achieved: either some people nearby take you and put you on top of the table, or you put a chair next to the table so that you can easily climb on it (or anything alike). Reflection time: what happened? Forget that it was a task. Start analysing the moment when you started to think that you needed to do this. What were the thought processes and ideas that hit you?



You had objectives:

1. Observe and evaluate the situation
2. Get on the table



You did an activity:

1. Scanned the room for anything or anyone who could help you
2. Asked for the help from someone in the room
3. Put a chair next to the table

Every project has aims, objectives and activities.

What is usually our **aim**?

Rule of thumb:

- The aim is the reason for the activity.
- Objectives can be several, objectives are a way to achieve the aim.
- Activities can be multiple, and each activity can be answering to the same objective.

Every project aims at CHANGE:

I don't like that I am thirsty, so I am going to get a glass of water. I don't like that there are no green spaces in my neighborhood so I'm going to plant some trees. I don't like that the public space is gendered, so I am going to put gender art on those phone booths. But which aim would I be tackling with these?

Every project starts with an aim and objective, NOT with the activity.

The formula is very simple:

problem + people + place.

.....
For example:

This project aims to increase youth-led green urban activism in Eastern European cities.

Objectives.

Your objectives describe how your project or activity will meet your aim. They are your practical, achievable priorities and are easily described as a list.

.....
For example:

This project aims to increase youth-led green urban activism in Eastern European cities.

Our objectives are to:

- Provide high quality accredited trainings in green urban activism;
- Educate the youth about project management and advocacy;
- Explore and establish cooperation with the initiatives/organisations/urban activists on local level dealing with the same issues.

If you want to develop objectives that not only correspond well with your aim, but are also realistic, it is recommended that the objectives are SMART. That means:

1. **Specific** - Consider the who, what, when, where, why and how in developing the goal. Just as you did when developing the aim.
2. **Measurable** - Include a numeric or descriptive measurement. For example: One training, three times a week.
3. **Achievable** - Consider the resources needed and set a realistic goal.
4. **Relevant** - Make sure the goal is consistent with the aim. Don't be afraid to change the objective completely if it doesn't seem to be fulfilling the aim, because there is not just one golden path to it.
5. **Time-bound** - Set a realistic deadline.

Be aware that objectives can change in the process of conducting the project. If you realise that something doesn't really work, you can change the objective in order to better achieve your aim.

PESTEL ANALYSIS

PESTEL is a useful tool which allows urban activists to identify a range of factors that might affect their projects or actions. The abbreviation PESTEL stands for 'Political, Economic, Social, Technological, Environmental and Legal'. These six factors usually aren't under our control when we think of organising a project/action. However, they have the potential to significantly affect its results. PESTEL analysis is conducted by listing as many factors within each category that might have an effect on a planned project/action. All of the categories are connected and the borders between them are blurry. Let's dive deeper into what each of the categories means in practical terms.

1. POLITICAL FACTORS can regard state policies concerning public gatherings, activism and protest behavior. When you are conducting a local action, you should ask yourself what the local government policies are toward urban planning and involvement of the residents in the city processes. On a practical level, it's important to take into account what kind of policies the government puts out, as well as how the political elite in power responds to the contention of citizens. Some questions you should address are (but don't feel limited to these):

- Are the authorities responsive to the grievances which the citizens express or are they prone to their suppression?
- Does the local government follow predetermined development plans or might they be willing to adapt them to a well-organised initiative?
- You should also ask yourself how stable the government is, are local or national elections close?
- Does your action fall close to some other political event? Or the other

way around – is the project happening when local politicians are having summer holidays?

- Will either make the decision-makers more prone to support an initiative?

For example, if your city government has a history of responding to well-organised initiatives, it makes sense to organise a public debate on your idea of planting trees along the city canal and invite local government representatives. If that isn't the case, a better idea might be to organise a mass gathering in front of the city hall.

2. ECONOMIC FACTORS might include local government taxation policies, living costs, and living standards, as well as initiatives funding legislation. When thinking of economic factors, it's important to consider the effect of the allowed amount of donation before the obligation of taxation, the possibilities of public and/or private funding of your project/action. You should consider the general economic well-being of the population.

- Are the members of your local community likely to recognise your project/action as a waste of funds (if it's publically funded) or relevant to their lives?
- What funding is available? Will you need co-funding?
- How stable is the currency in the country you will realise the project?

For example, if you know your municipality has funds secured for citizen proposed initiatives, it makes sense to apply for those funds. If the municipality is running a debt and has to perform regular rebalances of the budget, it's probably a good idea to look for your project funding elsewhere.

3. SOCIAL FACTORS can include a wide range of factors, such as demographics, distribution of wealth, and the existence of pressure/lobby groups, mobility or religious beliefs.

- When developing a project/action, you should ask yourself: Is the majority of the local population older or younger?
- Are they well educated or mostly workers in the industrial sector with only primary education?
- Observing a society's demographics can give you an insight into a multitude of characteristics of the population that you will be affecting with your project/action. These can include age, sex, education level, income level, marital status, occupation, religion, birth rate, death rate and so on.
- What lobby groups exist that might be pushing for or against your agenda? Whom can you consider your possible allies or adversaries?
- You should also ask yourself what topics are salient in your society, what type of news do the local daily newspapers follow? These can be very indicative data in your social factors analysis.
- How important are environmental issues?

For example, if you want to establish a youth centre in a local community with a large percentage of the older population, it might be a good idea to include the elderly members of the community in some of the programmes to make them more willing to support your idea.

4. TECHNOLOGICAL FACTORS cover new technological methods that can be utilised to obtain your goals. When considering these factors you should ask your-

self whether there are any new platforms which can assist you in conducting your project or action. These can include new social media networks. Different social networks are the most popular in different societies. Aside from different ways of reaching your target public, technological factors can include considering the best collaborative tools when taking into account your team.

- How are communication and distribution operations being affected by new technologies?

For example, if you are organising a mural making event targeting young art students, an Instagram advertisement might reach more of your targeted public than a Facebook post.

5. ENVIRONMENTAL FACTORS are important to consider in the following way: You should consider in what measure does your project/action directly affect the environment.

- Will you be handing out single-use materials during your actions and how will this affect the environment?
- Will you secure the required resources to make sure your effect on the environment is minimal and in line with the environmental legislation of the municipality/state in which you are conducting your action?

For example, if you are organising a march and you hand out leaflets with security instructions for the participants, you should make sure to secure the volunteers who will make sure that the discarded leaflets on the ground after the march are disposed in an environmentally responsible way.

6. LEGAL FACTORS include the dynamic legislation which local and state governments constantly create and modify. It was heavily touched upon in most of the previous factors which is a testimony to how connected all the factors are. You should consider legislation regarding citizen organisations and public gatherings as well as the current legislation on whichever area you are covering with your proposed action/project. In this way, you can make the local laws work for you instead of them slowing down your process.

- Do you have to use a permit for a public action? How long would that take?

For example, some countries demand protesters to organise their own volunteers who will be in charge with monitoring the participants alongside the police personnel while in other countries, monitoring is exclusively handled by the police.

opposition: people who disagree with you but aren't trying to stop you; and finally your active opposition.

Analysing your spectrum of allies can help you to identify and mobilise the networks around you.

Spectrum-of-allies analysis can be used to map out a campaign or to develop a strategy for a whole social movement.

Objectives of defining the spectrum of allies:

- To identify the stakeholders, people, groups, organisations and institutions that are already involved in the issue (potential allies).
- To identify those who are most likely to be opponents.
- To help the group realise that tactics need to be planned in relation to how much they do or don't attract key allies.
- To understand that it is not necessary to "win over" opponents to have successful movement on your issue.

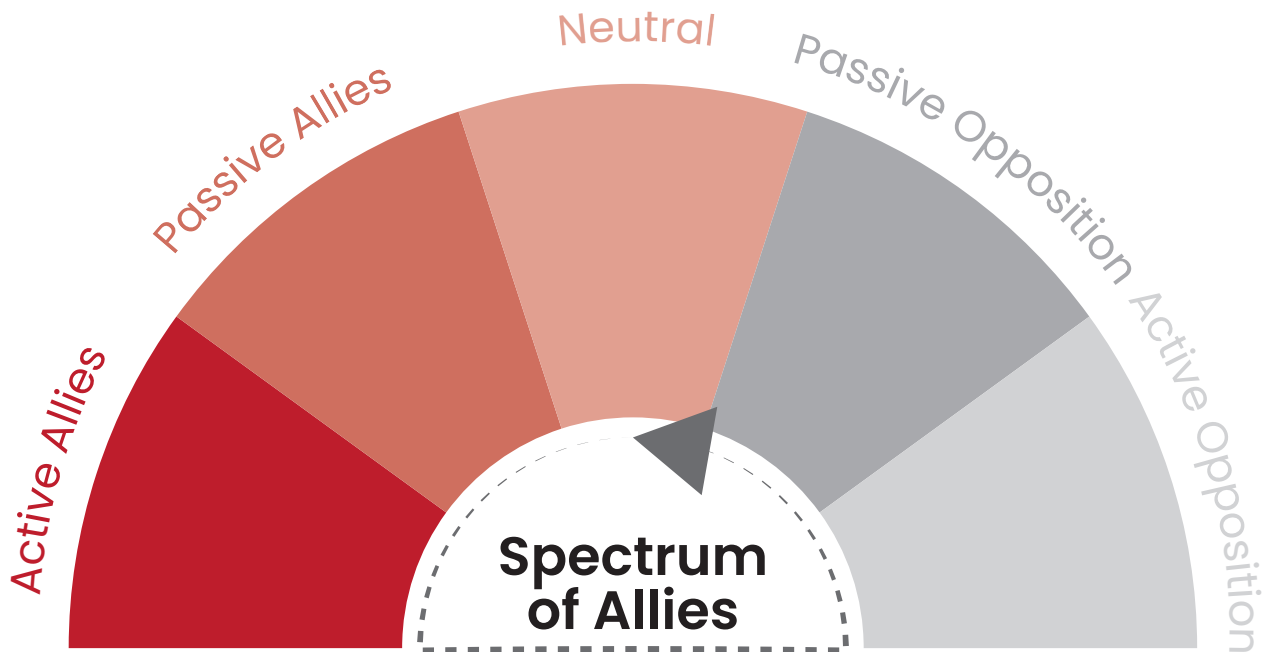
SPECTRUM OF ALLIES

The "Spectrum of Allies" tool is used for understanding how to "Know the Environment" and "Know your Opponent". The Spectrum of Allies method provides a critical opportunity to define the stakeholders in an issue.

Here's how a spectrum-of-allies analysis works: in each wedge you can place different individuals (be specific: name them!), groups, or institutions. Moving from left to right, identify your active allies: people who agree with you and are fighting alongside you; your passive allies: folks who agree with you but aren't doing anything about it; neutrals: fence-sitters, the unengaged; passive

Define Stakeholders:

- **Leading & Active Allies:** People we collaborate with, people who come to actions, people who lead the actions.
- **Passive Allies:** People who are sympathetic to our ideas but don't come to our events, actions, meetings
- **Neutral:** People who are unaware of us
- **Passive Opponents:** People who don't agree with us but don't take any action against us
- **Active & Leading Opponents:** People who are in direct contradiction with our views and they are active in civil society or in politics etc.



Target:

A target group is the group of people that a policy or campaign is hoping to influence in some way. Target group analysis is a process of identifying target groups and their needs. Project target groups represent a subset of project stakeholders. The aim of preparing the analysis is to understand the actual needs of the target groups, the problems they deal with. The analysis justifies the meaningfulness of the project. Preparing the target group analysis enables to set up project activities so that they suit the target groups as much as possible. A detailed analysis increases the quality of the project and decreases the risk that target groups will not be interested in the project.

Key Audience:

One or two priority stakeholders that we have to move so that we are successful in our action.

Key Questions:

Who is the target? What influence does the target have on the goal (goal = result they are trying to achieve)? Who would they listen to? Who can change the target's mind?

Questions to ask: Do these people use internet or social media? If yes, which one? How effectively? What do they do in their spare time? How can we communicate with them? What would attract them, what would not attract them? What is their entry way to the movement?

Example: We want to save a neighbourhood community garden from destruction for a new parking lot. Our target is the local municipality. They will listen to their voters. There are a lot of babushki who live nearby who take their dogs for a walk in that park but they don't know the municipality is going to tear down the park. Babushki often don't have internet or social media but they frequently check home and garden news in local newspapers. They are neutral to us, but they want the park to remain as a park. We invite them to our action through making announcements close to home and garden news.

Process of defining the target group in preparing a project:

- 1** Define the project's target groups – persons or organisations that will be the users of the project outputs. Estimate which problems and needs are typical for each of the target groups.
- 2** Determine a method that will be examining each target group. Try to find previously made analysis of the target groups, e.g. graduate thesis, studies prepared by ministries, regions, non-profit organisations.
- 3** Decide if you are going to examine its needs and issues using a survey, controlled interviews, focus groups.
- 4** Prepare a draft survey, a structure for the controlled interview and an agenda for the focus group. Determine how many representatives of the target group will be involved in the analysis, who will carry out the analysis, and when.
- 5** Describe the target group; how big is the target group, what are its demographic features and how many people in the target group do you want to involve in the project implementation.
- 6** Carry out and evaluate your investigation.
- 7** Describe the actual needs of the target group and problems it has to face. State how these needs and problems will be resolved by the project.
- 8** Describe how you will motivate each of the target groups to get involved in the project.

SOCIAL MEDIA

Social media is the most common tool for making your project visible. This way you can search for allies, stakeholders, participants, or create and share content etc.

Some tips you might find valuable:

- Keep in mind that social media is a two-way conversation and you have to invest time and effort;
- Always keep an eye on the webinars, the webinar itself and the questions asked by the attendees in the webinars are valuable;
- Designate minimum two, maximum four tech-social media websites to keep up with the updates;
- Use scheduling tools for posting to save time and effort and update your content regularly;
- Always look for free tools (including free and open source platforms, apps, servers if possible), use paid services only when you're out of options;
- Make a calendar for you content;
- Never miss the chance to do social listening, use Google Alerts, Twitter Search, IFTTT;
- Social media content has to be short and written in a way that it not only informs but attracts your target group.

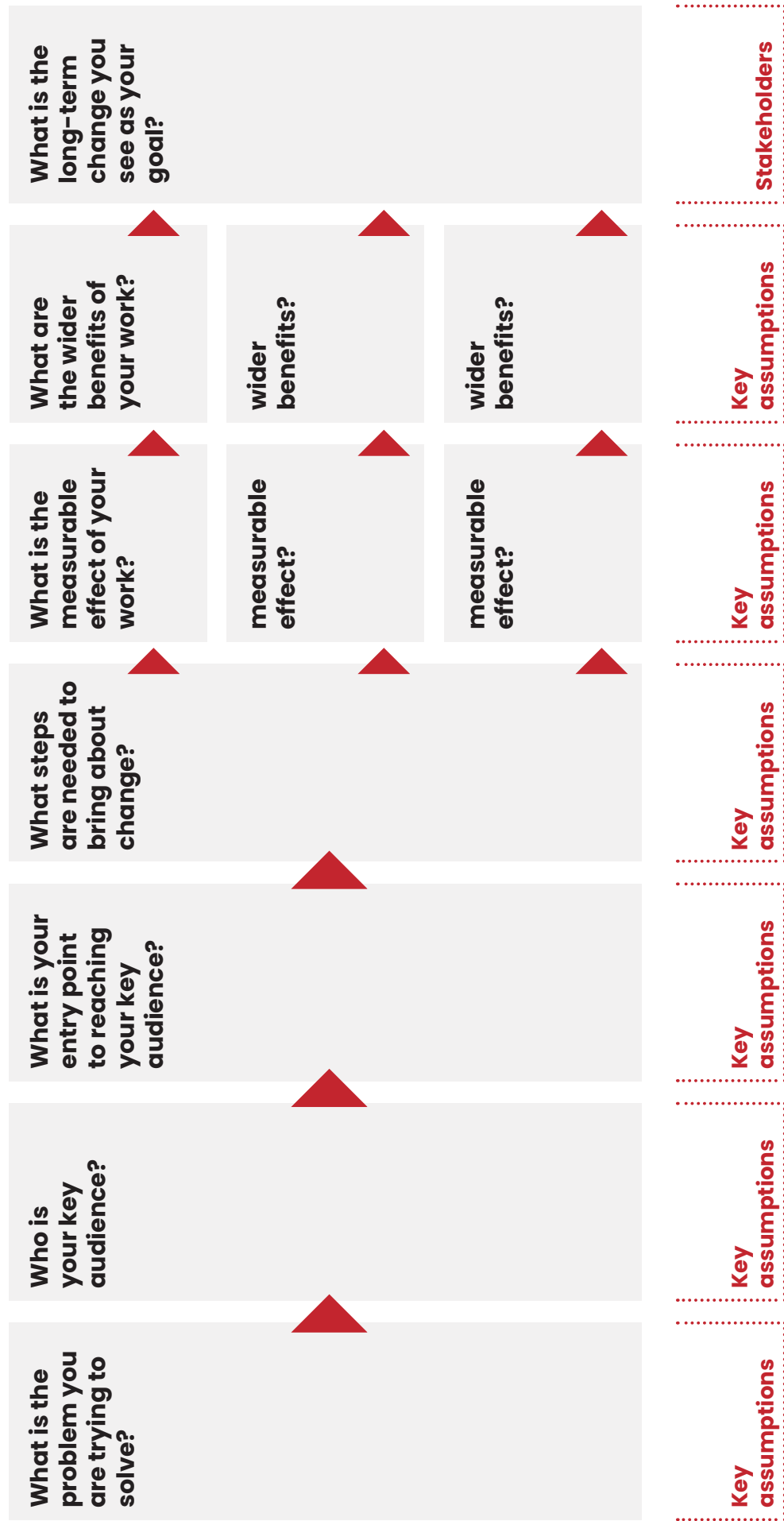
Road map:

Clarifying priorities
by defining the goals
and the path to reach them

To help summarize all of the tools in this chapter, you can also use a road map to outline the steps by which you plan to achieve your goal. It is based on Theory of Change which is a comprehensive description of how and why a desired change is expected to happen in a particular context. The road-

map can help you define whether your work is contributing towards achieving the impact you envision, and if there is another way that you need to consider as well.

You can find more info here:
<https://goo.gl/G4hcXh>



BUDGETING

The first step in financial management is to actually have finances to manage – finding sources of funding and convincing them that your project is the one to finance and to have a **precise, self-explanatory, realistic and balanced budget!** There are a lot of ways of formulating and presenting your financial plan (different forms, calculation methods, specific funder rules, etc.), but for any kind of event budget and for most of the foundations there are several distinct parts that are included.

Generally, there are three categories you need to build your expenditure budget on: preparation, activity and follow up. You need to detail them by adding what kind of costs you expect in each of them. You most likely will divide these budget lines into travel/accommodation costs, fees, material/administrative costs, communication/visibility and other costs:

Travel/Accommodation

- Participants/Team/Trainers travel
- Participants/Team/Trainers accommodation and meals
- Visa costs
- Local transportation

Fees

- Trainers/experts
- Translators/Interpreters
- Other contributions

Material/Administrative costs

- Equipment/room hire/office supplies
- Translation/interpretation

Communication/Visibility

- Printing
- Brochures/flyers/publications (concept/design)
- Website
- Phone charges

Other costs

- Bank fees
- VTR*

Tips for calculating budget lines

Firstly you can start with calculating the prep-teams **travel cost** (it also can be applied to calculating the budget for participants travel or accommodation). Usually, the preparatory team should not be smaller than 3 people and larger than 10 in order to be functional. Calculating travel costs projection is generally difficult since exact prices depend highly on transport costs and location of prep-team members (which is usually not known at time of budget making – if it is, just ask them). It is usually the practice to find one general amount that will serve as ponder amount (a chosen number that you use to multiply all the values by) for all prep-team members. You can use one of these two methods:

- You should find (at some of the larger airliner websites or on a site like “Skyscanner”) the cost of the plane ticket from furthest away destination from the event location to event location airport (or one nearby).

* VTR – Voluntary time recognition is a contribution people provide of their own free will to invest time and service for the benefit of a youth activity implemented by a youth NGO for which there is no monetary payment (according to European Youth Foundation)

- You should ask several friends from different countries (for international organisations you can use contacts of your national member organisations) to check how much travelling to the event country would cost.

So, once you have assumed the average sum, you should round it up to the next round number (if the average is 274 you should use 300, if average is 332 you should use 400) and multiply it by the number of preparatory group members. Don't forget to check the visa costs and local transportation costs (for example, to and from the airport).

Calculating **accommodation** cost depends on how much money you will have in hand for the specific event. It is advised to first decide the kind of accommodation you are seeking (a 4 star hotel, youth hostel or dormitories etc.). Whatever your choice is, you can later re-calculate to reflect the exact budget. Pick up the phone and call one or two places in the event country or even better, ask your local partner to check the price of one night stay.

Calculating **meals and refreshments** can be done on the same basis. You can try to find out of how much a regular meal costs in the destination country and then calculate on this basis. Keep in mind that if you are doing a green project, it makes more sense to have an "all vegetarian or vegan" approach when planning meals!

With regards to **communication costs** you should have in mind the costs for internet, telephones, mobile phones and postal costs. There are probably some other ways to communicate but that should not cost you money. When thinking of communication costs, you should, first of all, consider offices of the international organisation (in case of having

internationally coordinated project) and local organisation (at the event location country).

Other costs can be anything else that you might think of the preparatory team will need in financial terms for their meetings. This can include bank fees, VTR (volunteer time recognition which is put as a cost, but adds up in the income section, because the project won't actually pay for the volunteer work but transfers the worked hours defined pay for an hour for project budget - for more info see <https://www.coe.int>), etc.

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 NOTE: transport costs during the meeting, documents and materials & communications SHOULD NOT BE LISTED HERE. There are specific budget lines for these costs - local transportation costs should be put under budget line Travel; equipment/room hire and translations under material/administrative costs; printing stuff/brochures under Communication/visibility.

In short, the overall summary:
Campaigns are successful when you carefully assess your targets, your allies, your strengths, weaknesses as well as the political and economic situation you are in. You also should have SMART objectives. It is important to choose or develop an action that is the most convenient for your aim and objectives that can reach your allies and move them into the campaign for potentially reaching your target.

Good luck, Young activist!

9



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10



**The team behind
the project**





Bianca Creutz

Leipzig, works in Moscow

Political Scientist for Urbanisation and Sustainability

I started working with CDN in 2012. Since then I lived, studied and worked in different places, CDN was like a good friend, always with me. The Urban Steps project was so far the biggest, most challenging and enriching project I have participated in. Three years ago we came up with a first idea of the project in the Alternative Urbanisation working group. We wanted young people not only to understand complex relations of cities, we wanted to equip them with capacities that would support them to conduct projects in their local communities. We wanted them to think globally and act locally. Looking back, I am pleased to see what we achieved with this ambitious project and how we as Coordination Team developed. Personally, the project helped me to build capacities that were very useful for my professional life: I got in the Alfa Fellowship Program and work now in the area of participatory planning at KB Strelka in Moscow.



Erisa Nesimi

Tirana

Architect

When I was part of the International Training for Trainers in Istanbul, I felt very enthusiastic to be part of the group and I felt a sense of belonging. That activity acted as a stimulus for me to get involved in activism and made me more confident to be part of the urban discussions and issues in my city. I have always been interested in Alternative Urbanisation, but I felt I have not met other people with similar interests, that could help me achieving these aims. That was one of the main reasons why I applied to be part of the regional training as a pre-team and why I joined the Alternative Urbanisation Working Group afterwards. My favourite moment of the project has been during the Regional Training in Tirana, while doing the evaluation of the project with the team. At that moment I realised that I learned so much. I noticed that we improved the current situation of activism in these countries a little, especially in my city, Tirana. As part of Alternative Urbanisation Working Group, I have experienced that discussing about our cities and sharing experiences among each other is inspiring.



Justine Pantelejeva

Riga

Works as a strategic urban planner in Riga

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I was inspired by the people in the Alternative Urbanisation Working Group as much I was inspired by the project aim - help young people in Eastern Europe to become change-makers for their own communities. Activism sometimes seems to be marginalised as a concept but taking part in the process of building our own environment and future is a right of all citizens - youth being instrumental part of change. My favourite moments are the hardest at the same time - late night session changes, unexpected obstacles, trying to explain that I need to print a document to a person who only speaks Turkish. Now they are my favourite moments, because they once were the hardest. I love the anarchistic inclusiveness of Alternative Urbanisation concept.

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Liudmila Gavrilenko

Novosibirsk

Architect

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Observing our society in the last years, I felt a strong need to get more active. The project gave a chance to contribute to changes in "people's minds" which could not be missed. It was my first experience as member of an international prep-team, therefore I was a bit worried in the beginning. The preparation of the first activity in Istanbul was the most challenging phase, as we had to develop not only a plan for the Training for Trainers, but for the whole year. Over time, I became more confident and among other tasks really enjoyed preparing sessions for Training for Trainers and the Regional Training in Belarus. It is very important to know for yourself, that you are able to improvise and act consciously, even if there is something at the end of the world going to happen. In the end, the project helped me to become more patient and optimistic while handling stressful situations. I am very thankful for the experience in the Coordination Team: It is one of the greatest memories of recent times!

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Luka Gudek

Zagreb

Political Science student

I came to the project a bit late and abruptly. I was a complete newbie to the topic of Alternative Urbanisation but I had a lot of motivation and good will. For a long time, I and other youth in my city felt as though we didn't have a say in the way our urban spaces were being developed. I wanted to change that and a great opportunity presented itself in the Urban Steps for Resilient Future. My favorite part of the project was when participants at the regional trainings were creating actual local actions based on our joint work on the project. It was really gratifying to see young people in the creative process, working hard on things that matter for them.

I joined Alternative Urbanisation as a dedicated political science student. I was fearful that my knowledge and my grievances wouldn't be represented there. But I was completely wrong: Political movements, concepts of political economy and types of governance are all indispensable components of Alternative Urbanisation. So I learned that there is room for my interests in this world.



Masha Pashkova-Dzneladze

Tbilisi, living in Prague

Passionate Urbanist, studied Economics and Architecture

During my mandate in the Executive Committee of CDN I was working a lot with the Alternative Urbanisation working group. We organised a Study Session in the European Youth Centre Budapest, after which many young people joined the Working Group and were motivated to continue working on the topic. After a while we realised that online discussions and article writing was not really enough for us. We started drafting a project idea and applied for funding from The European Youth Foundation. The first time, we didn't get the project, but we continued to work on it and received the grant with the second application. For me, this project is a child of our Working Group, we worked online from different countries and it was really motivating to see that we, as volunteers, finalised and then implemented it. Initially, the idea was that we wanted to empower young people to do something on the local level and provide them with some amount of resources for this. We did not want to make another event where we would just discuss about the problems of our cities and how they could be improved. Instead, we wanted to act and tackle them in real life. Working on the project was

very interesting and empowering for me as well, as I got to know many urban activists and people interested in Alternative Urbanisation from Eastern Europe. I have learned a lot about the cities in the region and charged my batteries for the future work in the Alternative Urbanisation Working Group. One of the best memories were connected to the work within the Coordination Team. When we had our first live meeting where we re-developed the sessions and critically assessed the whole project program and its purpose again. It was hard work. But looking back, it was worth it!



Nikoleta Petkovic

Belgrade

Landscape architect interested in urban politics, EC member of CDN

I joined Greens after a seminar on sustainable cities organised by Serbian Green Youth in 2015. My journey with CDN started in 2016, with the study session "Reclaim the city!" on the role of the youth in reclaiming the public spaces. Back then, I was on my master course in Landscape architecture and was just starting to shift my interests towards urban politics in general. I was interested a lot in how we use cities as a platform for building just and sustainable societies and I found my home in the working

group that ever since has been an open place for building, dwelling, thinking... Working on the Urban steps project was a one-time experience. We learned so much from each other not only on the topic but also on how to work together and we met amazing urban activists from all around Eastern Europe. Now, as the board member of CDN, being much more involved than back in 2016, I want to say that the Working Group kept me close to the movement all way long. I truly see Alternative Urbanisation as one of the core principles of the Green movement, as cities are the polygon where we fight climate change, practice democracy that is participatory and inclusive and build societies that are with equal opportunities for all.



Özgecan Kara

Istanbul

Full-time activist/civil society worker



I met the Greens during the Gezi Protests in June 2013. The government was tearing down the only park in central Istanbul at Taksim square to build a shopping mall. When they tried to tear down the trees, a few activists decided to camp there and they were attacked by police. These activists looked like me: they were just young people who were non-violently resisting to protect a common space for all of us. The slogans and actions were non-violent, the civil disobedience was witty and everybody was so kind to each other. Everybody was welcome and we were united. At that moment I realised I was not alone and since then my mission has been to find like-minded people. That is how I ended up at CDN and with the Green movement. I just want us to sit in a park, as who we feel like, with whomever we are in love with, wearing whatever we want, drinking whatever we want, brainstorming on how we can get better in what we do.

Afterall, what everybody wants is to sit in a park and eat a sandwich in peace.

I found bits of Gezi in this coordination team. We resisted challenges, we found innovative solutions to those challenges, we found strength in solidarity and in kindness. We shared a lot of laughs and hopefully we inspired others to join us. It is effing scary, but it is so beautiful.

Sopho Mchedlishvili

Georgia/Serbia, likes to say Eastern Europe

When I started working for CDN, the Alternative Urbanisation working group was already rocking with some of the most inspiring ideas around. It didn't take me long to quickly get on-board with this project's ideas and dive into the issues of urbanisation which is fair, inclusive, and sustainable. Moreover, my motivation was hyped with the idea that the project will include the local intervention of young people in their respective cities/towns. This means, we would not only empower each other to reshape our communities, but we would do so with direct local actions and hands-on experience! I had many nice and a few challenging moments during the whole project. My favourite moments are connected with the coordination and pre-teams evaluating the projects: critical reflections on learning outcomes and personal introspections, and, of course, indulging in Eurovision after that.

Remark:

The concept of "Alternative Urbanisation" emerged during discussions within the working group. At the moment (November 2018) it is still not completely defined. After the project ended, our goal remains to specify it in more detail and to promote it. If you want to keep updates about how the concept develops join CDN!



**Publication design by
Magdalena Kircheva**

Sofia

**Urban planner interested in GIS,
biodiversity and graphic design**

I started to learn right after leaving the university. So many things were missed during the 5 years there. But mostly, the educational system today lacks tools to catch up with what is happening in the cities. It is not clear why and how to deal with all the processes. I knew I needed to change my contribution and started to broaden my interests and learned about other points of view. If you ask me today what my work is I will tell you: Finding a way to love the things I do, with the people I respect, about problems that are crazy hard. The place is irrelevant. Keep your minds bright!

We would like to thank all people who made this project possible. Thank you for your contribution!

- Green Forum Sweden
- Green European Foundation
- Green Group in the European Parliament
- Members of the European Parliament: Thomas Waitz, Terry Reintke, Rebecca Harms
- European Youth Foundation
- Trainers: Pinar Ilkiz, Vesna Jusup
- Participants and prep-teams

Everyone we have inspired with the project!

Thank you!





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