

# Stepwise Implementation Strategy

11 Steps For Participatory Green Infrastructure Projects

Implemented by

**giz** Deutsche Gesellschaft  
für Internationale  
Zusammenarbeit (GIZ) GmbH

In cooperation with



Published by the  
Deutsche Gesellschaft für  
Internationale Zusammenarbeit (GIZ) GmbH

Registered offices  
Bonn and Eschborn, Germany  
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As of  
August 2021

Printed by  
Issam Press  
Amman

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# T A B L E O F

## How to navigate this strategy?

This strategy is divided in three parts:

- Part 1: General explanation on UGI Projects
- Part 2: Divided by phases and individual steps
- Part 3: Tools and proposed activities

The reader of the guidebook can go through all the phases and see how the steps are structured and how these steps can be applied to the given projects. There are key guiding questions at the end of each phase with practical hints to help in applying the steps.

Each step is subdivided by explaining the main objective, entities involved, relevant sub-steps and concludes with key guiding questions that help the reader to apply the steps to the given project.

Inspiration might be drawn from Part III where different tools and activities for planning and implementing participatory workshops and events are introduced.

## PART



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# PART I



# STEPWISE IMPLEMENTATION

## What is the Stepwise Implementation Strategy?

The Stepwise Implementation Strategy is a handbook developed to guide Greater Amman Municipality (GAM) employees in planning and implementing Urban Green Infrastructure (UGI) projects in Public Open Spaces (POS) using an inclusive participatory approach. The handbook provides an overall roadmap for detailed operational and implementation aspects of UGI projects in POS area owned and operated by GAM. It helps in facilitating the design and implementation process among community members, municipality staff, as well as other stakeholders and parties involved in the process.

## Who is involved?



GAM;  
central & districts



Local  
Community



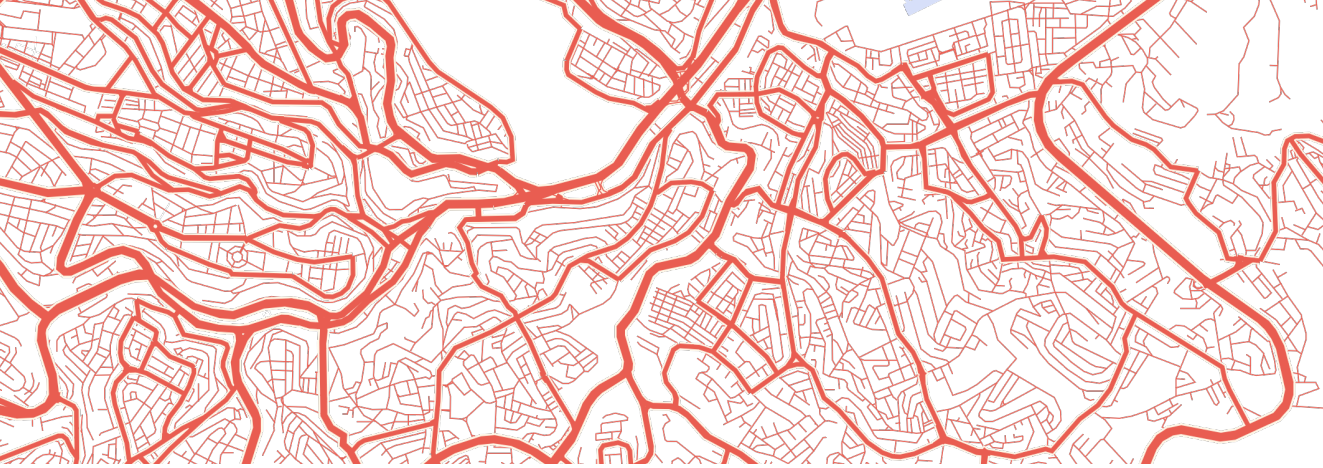
Donors



Affected  
Households



Other  
Stakeholders



# PLANNING STRATEGY

## How was it developed?

The content of this handbook was developed based on practice and previous experience in three real life examples of implementing UGI projects in different locations in Amman within the scope of 'Improving Living Conditions in Disadvantaged Areas of Amman' (ILCA) project, which is funded by the German Federal Ministry for Economic Cooperation and Development (BMZ) and implemented by Deutsche Gesellschaft für internationale Zusammenarbeit (GIZ) GmbH in partnership with Ministry of Environments (MoEnv) and GAM.

It was developed in a way that takes into consideration the structure of GAM, its engineering and community service departments as well as its central districts entities. It also follows the sequence of common engineering and planning practices in Jordan i.e., inception, concept design, design development, and construction supervision in addition to the operation and maintenance.

## Where can it be applied?

In any UGI project to be implemented in POS in Amman using participatory approach. Public spaces can be newly established or rehabilitated and can include different typologies and sizes (sidewalks, stairs, parks, etc).



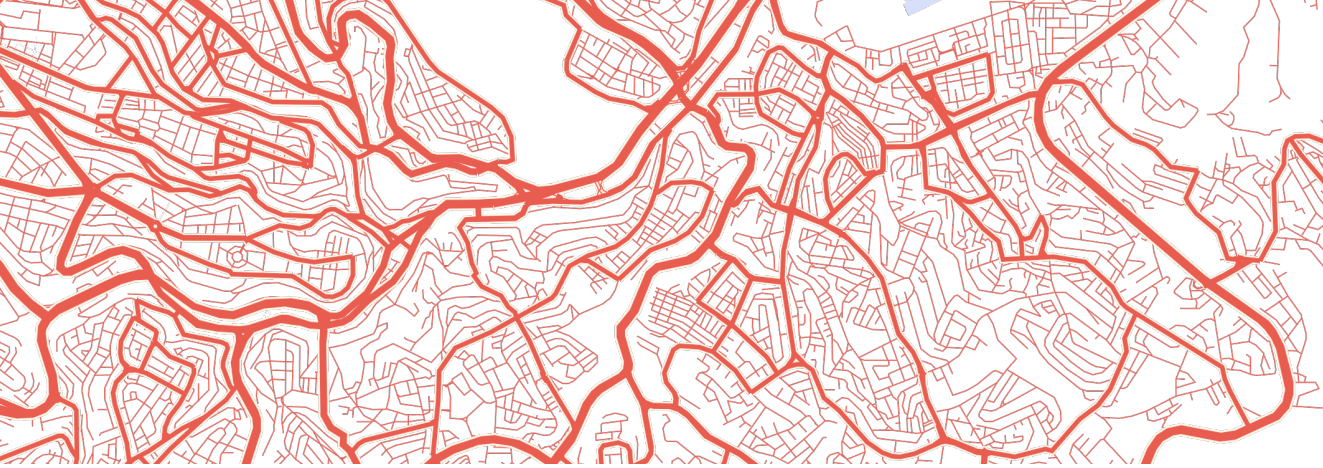
# INTRODUCTION TO URBAN GREEN

## What is the key challenge?

Cities are key to sustainable development and climate protection. Currently, urban areas are home to more than half the world's population, by 2050 it will be two thirds. Cities are places of progress and innovation, but also sources of pollution and greenhouse gases. At the same time, the concentration of people, infrastructure and economic activities makes them particularly vulnerable to the consequences of climate change.

In only 10 years, Amman's population doubled from 1.9 million in 2004 to more than 4 Million in 2015. Most new dwellers settled in the dense and poorer eastern parts of the city thus overstressing the capacity of an already insufficient infrastructure. This fast urbanization led to insufficient planning for public spaces and to a lack of green spaces, making East Amman a concrete jungle, where the population has little to no access to green spaces and the consequences of extreme weather events are even more acute.

Inhabitants of dense, disadvantaged areas are more vulnerable to the consequences of climate change and extreme weather events due to the lack of storm water retention and the recurring annual flooding especially in the lower parts of the city. The low proportion of urban green (approx. 2.5%) contributes to placing additional pressure on the remaining biodiversity; it also contributes to poor air quality and increases the urban heat island effect. Jordan is one of the most water scarce countries in the world; this poses an additional challenge to greening the city.



# INFRASTRUCTURE PROJECTS

## What is urban regeneration?

Urban regeneration is synonymous to urban rehabilitation or urban renewal. Urban regeneration projects can be a response to an actual problem or simply an opportunity to improve the living condition in a certain area. This problem or challenge can be, but not limited to, environmental, physical, social, or combination of multiple problems. Urban regeneration projects are a great way to help communities in striving to achieve Sustainable Development Goals (SDGs). They can be achieved by using both; UGI as a tool to design and implement, in addition to efficiently using the human resources available through participation and cooperation among multiple stakeholders.

**Urban regeneration can help** adapt urban areas adequately to economic, demographic, social, ecological, and technological changes.

## What is Urban Green Infrastructure?

In urban settings, UGI planning has emerged as a way to conceptualize connected green spaces in order to promote, maintain and enhance quality of life in resource-efficient, compact and climate-resilient cities.

(Land Use Policy – ELSEVIER – December 2017).

### Integrating UGI elements into POS design can help in:

- Providing green solutions for storm water management.
- Improving environmental conditions in cities by reducing ambient temperatures, retaining water, absorb air pollutants.
- Promoting human well-being; according to the World Health Organization, urban green spaces are essential to human well-being, both physically and emotionally.
- Reinforcing social cohesion and relations by offering pleasant, responsive and adapted to people's needs settings for people to meet, share ideas, and create links between city inhabitants.
- Promoting pedestrian mobility.



## What is an integrated approach?

An integrated approach in urban development refers to the need to design planning processes holistically rather than each sector individually. For example; the physical structure, mobility, environment, and social issues need to be considered in relation to each other. The integrated approach includes several spatial levels (region, city, neighbourhood).

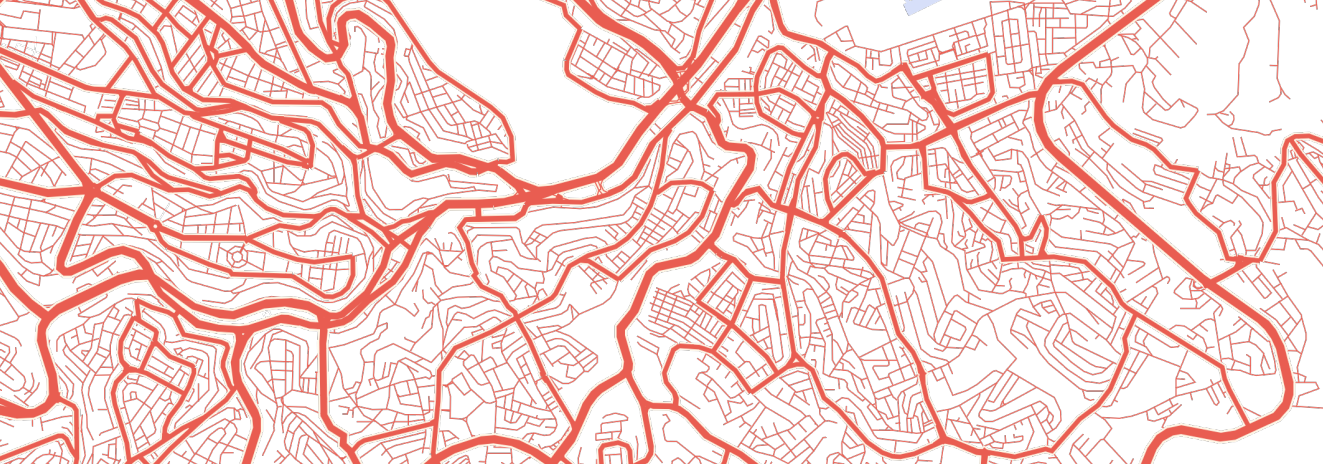
Local interventions at the neighbourhood level provide opportunities for immediate action. An integrated approach of this scale can help overcome administrative barriers and ensure greater environmental sustainability. Pilot measures and smaller-scale activities can test innovative concepts and validate them for replication at the city level. Tackling urban inequalities offers an important opportunity for ecological and community-oriented sustainability.

## What is the Leave No One Behind (LNOB) principle?

Segments in society such as women and girls, persons with disabilities, refugees and other marginalized groups are often underrepresented in the public realm. These groups are often the most vulnerable and are rarely involved in the decision-making process.

With the UNs Agenda 2030, the LNOB principle became the central promise to tackle all forms of inequality and discrimination to achieve sustainable development and a liveable future for all. The principle calls for including the excluded, targeting the non-targeted and counting the uncounted.

Understanding the social context for any urban intervention requires identifying marginalized groups that are often left behind. In addition to identifying these groups, it's important to analyse the reasons why these groups were excluded from the decision-making process. Understanding those reasons is necessary to find adequate solutions.



The design of integrated green infrastructure projects aims to ensure the safety and privacy of those left behind, e.g. women and girls, to enable socially acceptable activities and to highlight positive values of these spaces.

### **Considering the LNOB principle in UGI projects of POS can help:**

- Enable people to participate in urban life regardless of age, gender, religion, skin colour and social background.
- Make the city more inclusive by countering the segregation of neighbourhoods

## **What is participatory design?**

Participatory design is a democratic, community driven process where the users participate alongside the professionals in taking design decisions. Participatory design involves multiple stakeholders to ensure the design meets expectations.

### **Following a participatory approach in UGI projects of POS can help in:**

- Improving the design of POS; participation helps bring a better understanding of the communities' needs, priorities, and desired opportunities. The final design more accurately reflects and responds to the requirements of space and users.
- Improving efficiency; participatory approach bypasses assumptions and ensures that the end designs meet the actual needs of the end users, thus improving the quality of public living.
- Strengthening sense of ownership; community driven design processes strengthen the sense of ownership of the project which results in people taking pride of their neighborhoods.
- Offering a platform to try out exemplary solutions in innovative projects, to discuss with the public and to give impulses for urban development.



# PART II



## PHASE 1

### PROJECT INITIATION

Set up the  
project

+

Form the  
project  
team

## PHASE 2

### PREDESIGN PROCESS

Know your  
opportunities  
& investigate  
them

+

Conduct  
participatory  
research

Implement  
participatory  
design & respond to  
community needs

Figure 1. Project Timeline



### PHASE 3

DESIGN PROCESS

Finalize design + Re-engage the community

### PHASE 4

CONSTRUCTION

Supervise construction & update the community during construction

### PHASE 5

POST-CONSTRUCTION

Activate the site + Sustain the site post-construction + Assess the impact



## STEP 01

Set up the project

## STEP 02

+

Form the project team

# PHASE 1

---

**Project Initiation**

# STEP 01

## Set up the project

### Objective:

Successfully set-up, plan and steer the new urban green infrastructure project.

### Who can initiate this step?



GAM project  
management unit  
(PMU)

## HOW?

### 1. Identify reasons

At the start of the project, one must identify the reason of why to start the project. The initiator of the project needs to describe the intended project outcome and define how a successful implemented project would look like.

### 2. Define the general outline

The general outline of the project should be defined; e.g. brief project description, estimated budget, preliminary timelines, needed resources (team / financial/ in kind), etc..

### 3. Assign a project manager

A project manager should be assigned for the entire project duration. The manager ensures coordination and constant communication between all team members and associated consultants.

### 4. Set up the management plan

The project manager sets-up the initial project management plan, defines roles of team and the strategy of steering the project

## KEY GUIDING QUESTIONS

1. What is the reason to start this project? Why is the project needed?
2. What are the success indicators of this project?
3. What problems or risks might the project face? What are the opportunities to pilot new ideas?
4. How will the project be structured and implemented?
5. What are the main resources (e.g. team / financial/ offices) that the project needs and how will they be utilized?

# STEP 02

## Form the project team

### Objective:

Bringing together the perfect group of individuals with unique technical knowledge and matching skill sets who will work together to achieve the project outcome.

### Who can initiate this step?



GAM project  
management unit  
(PMU)  
Assigned project  
manager (PM)

## HOW?

UGI projects should be interdisciplinary by nature, as they require diverse expertise comprising architecture, landscape architecture and engineering at the one hand. The community participation, on the other hand, requires social involvement and mobilizing expertise.

### 1. Select the project team

Team members selection should be based on expertise to ensure relevant knowledge for all tasks in each step.

### 2. Diversify the team members

The team should consist of the relevant experts from all disciplines and departments needed. Combine some or all of the listed experts as needed. Cross department integration while forming the team is extremely necessary.

### 3. Involve all team members at all times

Consistent involvement of the selected team members throughout the project different phases is highly encouraged.

### 4. Identify other project stakeholders



## KEY GUIDING QUESTIONS

1. Who are the right people for the team?
2. Which role will each team member have?
3. How will the team members work together?
4. Who should be involved in/informed about the project?

# STEP 02

Urban Planners



## PLANNERS

Architects  
Urban Designers  
Landscape  
Architects



## DESIGNERS

Mechanical  
Electrical  
Structural  
Contract  
Civil  
Infrastructure  
Agricultural  
Irrigation  
Surveyors



## ENGINEERS

Social  
mobilisers  
Sociologists



## COMMUNITY SERVICE

### Project Management Unit (PMU)

- Project Manager

### Sector of Public Works > Engineering Directorate > Design & Studies Department:

- Architects, and urban designers from Architecture & Urban Design Division.
- Landscape architects from Landscape Architecture Division
- Mechanical, electrical, and structural engineers from Construction & Engineering Division.
- Contracts Engineers from Contracts Division.
- Civil engineers from Infrastructure Division (if needed).
- Surveyors.

Figure 2. Project team disciplines

**Sector of Public Works >  
Engineering Directorate >  
Supervision & Projects  
Management Department:**

- Architects, Landscape architects, and urban designers
- Mechanical, electrical, and structural engineers
- Contracts Engineers
- Civil engineers from Infrastructure Division (if needed).
- Surveyors.
- Architects
- Engineers from Building & Parks Division.
- Engineers from Infrastructure Division (if needed).

**Sector of Agriculture & Health >  
Agriculture & Forestry Directorate  
>  
Agriculture Department:**

- Agricultural engineers from Agriculture Division.
- Mechanical and Irrigation engineers from irrigation Division.
- Employees from Park Maintenance & Plant Production Divisions.
- Architects

**Sector of Planning & Economic  
Development >  
Planning Directorate >  
Comprehensive Planning  
Department:**

- Urban planners
- Architects

**Sector of Community  
Development >  
Community Service Directorate:**

- Social mobilisers and sociologists

**Sector of Environment & Districts  
>  
Districts & Monitoring Directorate  
>  
Area District:**

- Engineers

# THE PROJECT TEAM

**City Manager**

**Project Management Unit (PMU)**

## DCM Environment & Districts

Districts & Monitoring

Environment

Construction monitoring

## DCM Public works

Traffic

Roads

Facilities & Public Parks

Public Transport

Engineering

Design & Studies

Supervision and project management

## DCM Agriculture & Health

Public Souqs

Agriculture & Forestry

Agriculture

Irrigation

Plant Production

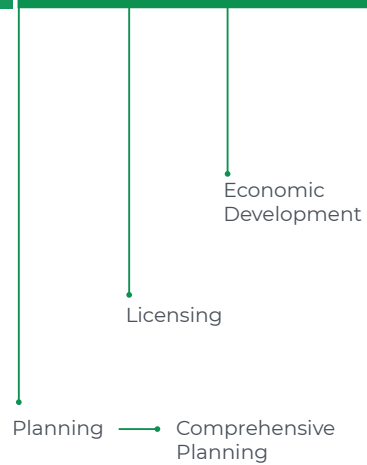
Park Maintenance

Figure 3. Project Team formation within GAM structure

## DCM Community Development



## DCM Planning & Economic Development





### STEP 03

Know your opportunities and investigate them

+

### STEP 04

Conduct participatory research

# PHASE 2

---

**Pre-Design Process**

# STEP 03

## Know your opportunities and investigate them

### Objective:

The main objective of this step is to select sites that fit into the strategic development of the municipality and to the general outline of the project, and checking if the merits for green infrastructure of potential locations match with community needs.

### Who can initiate this step?



Project manager



Assigned supporting  
team

## HOW?

### 1. Decide on project's approach

Decide on project's approach by investigating opportunities within GAM's strategies that can be tackled through UGI interventions (top-down) or by inspecting actual problems communicated by the community to GAM community service staff (bottom-up) in districts of Amman and see if these problems can be solved through UGI interventions.

### 2. Refine Selection

Define selection criteria and determine study area based on general project idea, preliminary budget timeline and desktop research (e.g. GAM strategic documents, local studies & cadastral maps) by consulting:

- National and municipal agendas and strategic documents
- Pending items on GAM's priority list
- Geological surveys that investigate topography, natural water courses, and water permeability of surfaces to identify upstream catchment areas

- Environmental studies highlighting challenges such as flash floods, pollution, poor air quality, urban micro climate, and preservation of urban biodiversity
- Demographic surveys that indicate population density per district. Use the data to identify congested and disadvantaged areas

### 3. Respond to shifting parameters

Respond to shifting parameters by referring to:

- Additional or new strategic documents
- Dynamic & changing demographics (unpredicted population surge)
- Opportunities initiated by external donors

### 4. Involve community representatives

Involve community representatives and execute field research to draw a list of potential sites by:

- Discussing with community representatives of the study area their needs, priorities and concerns towards the initial findings.
- Investigating potential study area for UGI interventions, e.g. sidewalks, parks, formal and informal gathering spaces, and publicly owned left-over plots that could become wilder, greener, more permeable, etc..
- Investigating pedestrian mobility networks that can become connected green links. Check routes and crossings in terms of accessibility, continuity, shading, greenery, and urban furniture.
- Understanding how the neighbourhood fits in the city; look at different types of plans with different scales i.e., solid and void, pedestrian pathways, public open spaces, building heights, networks; views, etc..

# STEP 03

## 5. Narrow down potential sites

Revise and narrow down the list of potential sites based on:

- Community representative's feedback and field research findings
- Budget constraints and cost effectiveness (Check feasibility restrictions based on GAM's priorities)
- Site limitations for urban green infrastructure interventions (such as ownership issues)

## 6. Determine site boundaries

Decide on the preliminary boundaries of the project's site based on:

- Community needs
- Urban typology and land-use parameters
- Legal and regulatory framework



1 km radius around the site



Refined Study Area



Refined Implementation Area

Figure 4. Refining site selection

## KEY GUIDING QUESTIONS

1. What are the current key priorities in GAM's strategic documents? Where could green infrastructure support these priorities?
2. Which criteria will help to choose potential project sites?
3. Who has knowledge about potential sites that could be suitable for a green infrastructure project?
4. Which potential sites are matching the selection criteria? Which potential sites can be excluded?
5. What are the limitations and boundaries of the project's site? Where does the site start and where does it end?

# STEP 04

## Conduct participatory research

### Objective:

The purpose of this step is to identify relevant project measures by accurately documenting local realities through involvement and empowerment of local communities.

### Who can initiate this step?



Community sector staff



Project manager

## HOW?

### Community (Social) analysis

Conduct a community analysis to form a better understanding of the community and to ensure that no one is left behind. This refers to the process of collecting and analysing data about the community near to the potential sites. To get a comprehensive analysis of the community, both quantitative and qualitative research methods are needed.

#### 1. Use surveys and questionnaires

for collecting quantitative data such as and not limited to:

- Population characteristics: Age, sex, and nationality
- Employment vs. unemployment rates
- Mix of businesses, industrial, agricultural, and service sector
- Social nodes including institutions, societies, clubs, etc.

## 2. Use interviews and observation

for collecting qualitative data such as:

- Key informants, key community leaders, and key stakeholders (CBOS, NGOS, families)
- Gender analysis of roles and needs
- History of place
- Community structure (families vs. individuals)
- Minorities and vulnerable groups. For example, women and girls, female-headed households, violated individuals, migrants and refugees, people with disabilities, elderly people, and in some areas single males and teenage boys
- Seasonal calendars (if present). This technique can be used to identify major events in a community, which in turn can be used to inform programmatic activities.

## 3. Approach local community

to explain planned green infrastructure project to the community member to refine spatial information and to confirm site boundaries and to concretise measures and solutions according community needs. When preparing material for community sessions, make sure that:

- The material is appropriate, fun, and enjoyable especially when the activity is targeted at kids.
- Materials, like maps are simple, easy to read, and include local landmarks so that people could relate and read them.
- The sample case studies are relevant, relate to the context, and could be adapted in the project.

# STEP 04

## Morphological Analysis

Perform morphological analysis to document and analyze physical site conditions and form a clear understanding of the site's scale, topography and, connectivity by creating a detailed site map. The maps generated will be later used as a base to inform decisions during the participatory design process. This requires both, desktop and field research, as detailed hereunder:

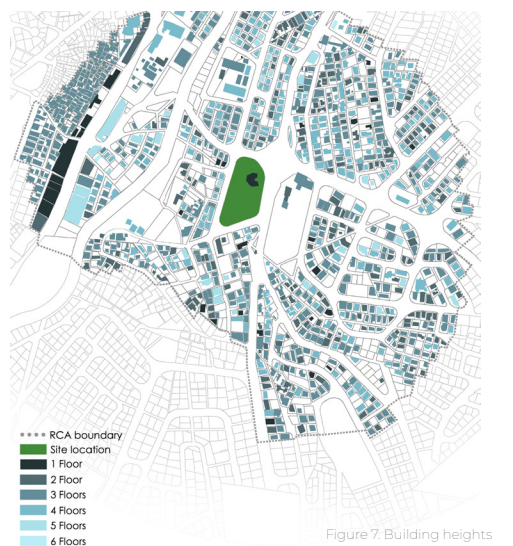
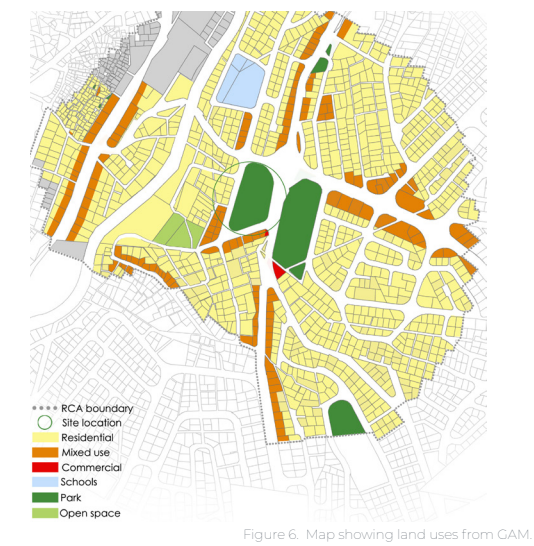
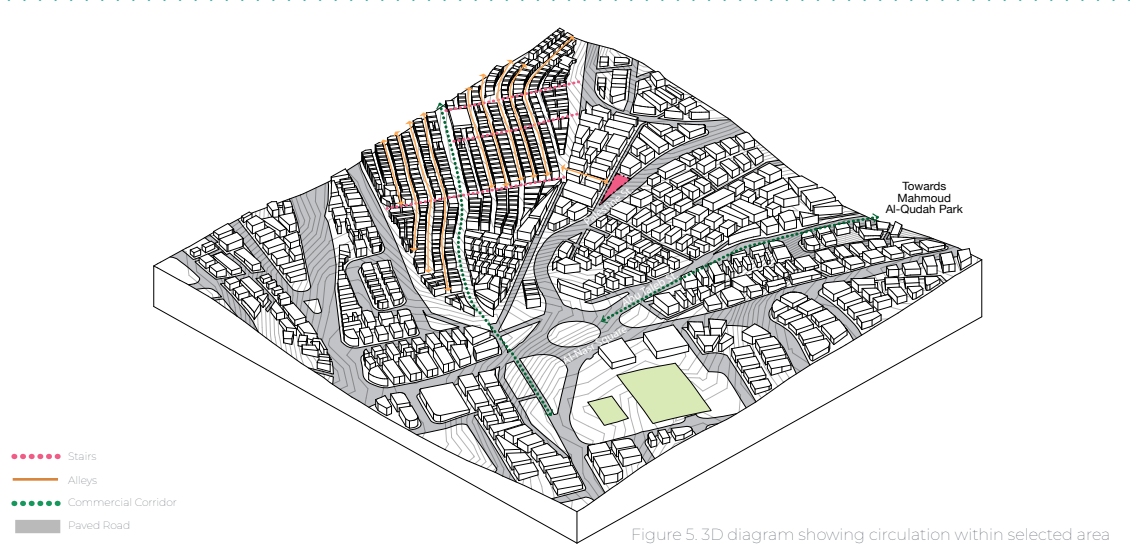
1. **Reach out** for available resources from the GIS department. Resources include maps, site photographs, aerial and satellite images and 3D mapping software such as CAD mapper and Autodesk InfraWorks.
2. **Review** existing cadastral plans and verify them in comparison to existing conditions. Make sure there are no discrepancies between maps and the real existing situation. Allocation of lands, legal issues, and violations, all must be clarified and checked here at this stage. Future planned expansions should also be considered.
3. **Inspect** –by eye- existing services, hygiene, on-site hazards and safety. Inspect –by eye- the conditions of

infrastructure networks and other physical elements such as urban furniture, lighting, railings, etc..

4. **Create** a photographic gallery of the potential sites and prepare your own maps and models to fill the gaps, for example:

- Assess the topography of the potential site and the opportunities sloped sites can offer.
- Map building heights.
- Map mobility networks; sidewalks, pedestrian crossings, public transportation, and accessibility for people with disabilities.
- Map street widths and existing street sections.
- Map landmarks, and institutional and social nodes.
- Document any existing green coverage and ecosystems (flora and fauna).
- Inspect rainwater drainage patterns, storm water networks and irrigation networks (if any).

# Examples of mapping exercises



# STEP 04

## Socio-spatial Analysis

Perform socio-spatial analysis to understand how people use the space. This refers to the studying of urban space and social life which can be measured by the vitality of the urban space. Understanding how people use the space ensures that the proposed design is site specific and responds to the site's socio-spatial challenges.

### 1. Conduct multiple site visits and document the following:

- Usage of space (e.g. sidewalks/ stairs/ parks/ open spaces) by different community groups
- Condition of the existing (green) infrastructure and hazards, e.g. greenery, trash and broken amenities
- Accessibility for different community groups, especially for vulnerable groups and people with impairments

### 2. Analyse your findings by:

- Understanding how community members perceive their local areas, where facilities are in relation to them, and if they have (or don't have) access to them.

- Identifying how different community groups, e.g. men and women see their local areas differently and finding out the reasons for these differences. Use this information to identify what they perceive as most important to them.
- Creating a timeline of the history of the site to document its collective spatial memory.
- Identifying potential networks between different public open spaces

### 3. Put the information that you collected into maps for example.:

- Develop different maps showing gradients from public, semi-public, semi-private, to private.
- Extrapolate different maps showing gathering locations for different users during different times of the day and the week.

## KEY GUIDING QUESTIONS

1. What is the information needed at the start of the design process in UGI projects?
2. How does the community perceive the POS? What behavioral patterns are observed? E.g.: What makes a gathering spot attractive? Is the area prone for environmental hazards, like flash floods? How do people use the space, e.g. cross the street? Do they walk on the street/ Sidewalk? Why / Why not?
3. How can the information be simplified to be presented to and revised by the local community?
4. What additional information can be gathered from maps, reports and other studies? What institutions are close to the sites?
5. Where do the most vulnerable segments of the community live? What is needed in the design to improve their living conditions?
6. Have all relevant information been gathered?



## STEP 05

Implement  
participatory  
design &  
respond to  
community  
needs

## STEP 06

Finalize  
design

## STEP 07

Re-engage the  
community

# PHASE 3

---

**Design Process**

# STEP 05

## Implement participatory design & respond to community needs

### Objective:

Reaching a consensus about the design with those affected by it through listing and understanding the community's needs and explaining to them their relation to the project's mandate.

This process is important to validate design decisions later and to sustain the project by giving the community a sense of ownership.

### Who leads the design decision discussion?



Designers; to prepare and explain the activities



Community service, to outreach the community and facilitate



participatory workshops

## HOW?

### 1. Prioritize the community's needs

- Community mobilisers should reach out to potential participants for the participatory design process to bring attention of diverse / marginalized groups to upcoming events.
- Prepare and hold one or several community workshops where needs and problems of different community segments are discussed. Ask questions and listen without making suggestions. Ensure the following:
  - Using ice-breakers and other tools to assemble people and enable them to communicate their needs and visions
  - Explaining the outline and limitations of the project and the community's role in the participatory design process
  - Explaining to the community the social and environmental benefits of GI and green elements
  - Communicating that not all needs may be met due to mentioned limitations in order to manage to the community's expectations and allow them to prioritize

- Organise and implement a subsequent session to help the community prioritise their collective needs by:
  - Clustering the community needs into broad categories (e.g. drainage, transportation, safety, green elements)
  - Conducting an activity where people vote on prioritised needs within each category. During the vote, split the community into groups by types of users, age, and gender to give everybody a platform to express their needs. Manage communities' needs and conflicts
  - Presenting the categorised needs to the community and explain priorities along with project restraints (e.g. available budgets, time frame)
- Preferably on site, where the community can engage, guide the community's design process in response to their needs; Illustrate their different options and explain benefits and feasibility of each. Ensure to give everybody a platform to express their ideas. Discuss and include:
  - Accessibility elements such as ramps
  - Issues related to infrastructure services such as storm water drainage and garbage collection
  - Green design features (trees, shrubs, plants, etc..) KEEP IT GREEN
  - Physical features and elements (tables, swings, playgrounds, etc..)

## 2. Brainstorm design ideas with the community

- After listing the needs, classifying them and prioritizing them, analyse the root problems and results. It's important to clarify to the community how certain intervention can respond to several problems, and how other interventions can only treat the symptom of a problem and not its cause.
- Present different ideas that are relevant and could be implemented, and ask the participants to criticise, analyse, and explore possibilities and opportunities. Identify priorities according to gender and age groups.

# STEP 05

## 3. Develop draft concept design

- Gather all ideas that came up during brainstorming sessions with the community.
- Check community ideas against project constraints and findings from socio-spatial and morphological analysis.
- Visualize initial design ideas through technical architectural drawings such as plans, sections, using symbols and legends.
- Discuss the design with the community later, visualisations should be more realistic using colour, texture, and human scale, e.g. visualisations of before and after images.

## 4. Revise draft concept design

Revise draft concept design with the community and agree with the community on concept design by:

- Explaining how draft concept design was developed and why certain ideas were included/excluded. Explain how concept relates to safety, greening, mobility and accessibility.
- Checking with community if all relevant design elements/needs are covered in the draft concept design.
- If needed, amending the draft concept design with the community and agree on final changes.
- Reminding the community of the project's mandate and social and environmental benefits of GI and green elements, before making design decisions.
- Documenting comments on details to be taken into consideration in the design development.

## 5. Mature concept design

- Analyse feedback from the community sessions. Prioritise and rank ideas based on their feasibility.
- Validate that the design ideas are not in conflict with e.g. municipality's POS Standards.
- Finalise concept design with relevant technical architectural drawings such as plans, sections, elevations.
- Roughly estimate the cost of the concept design and draw-up initial bill of quantities (BoQ).

## 6. Validate design with the community

- Present the concept design in depth using posters or digital presentations to ensure that they are well understood by the community.
- Explain different design aspects, while paying more attention to critical design issues.
- If conflicts or disagreements occur, try to negotiate solutions with the community to reach consensus.

## KEY GUIDING QUESTIONS

1. What are the appropriate tools and activities for this particular community design?
2. Are the design ideas from the community workshops feasible and viable?
3. How can disagreements about the design be resolved? What compromises can be found?
4. Is the set of drawings complete?
5. How much will individual elements cost? Is the concept design within the project's budget?
6. Is the concept design complete? If not, what is missing?

# STEP 06

## Finalize design

### Objective:

The main objective of this step is to finalize the detailed drawings of the design and ensure that adheres to the initial concept approved by the community. Continuous coordination between disciplines is essential to provide integrated UGI solutions and to achieve aspired results.

### Who is responsible for finalizing the design?



Designers, Draftsmen



Engineers

## HOW?

**1. Coordinate** the design between the different disciplines (architecture, landscape, irrigation, structure, civil, electro-mechanical, etc.) Maintain consistency within the team members to carry the project from participatory design through final design development and technical detailing.

**2. Detail** design and provide specific landscape detailing for green infrastructure solutions including skating, edging, and drainage. Ensure all specific UGI elements are properly detailed, specified, and coordinated. Maintain community needs through the design development and finalization phase.

- Select specific plant palettes and planting strategies as they relate to GI.
- Consider storm water drainage and provide specific solutions introducing innovative green solutions that retain water and help minimize soil erosion.
- Specify green materials for furniture and pavements in alignment with community needs prioritization and cost considerations.

- Consider new and up-to date irrigation systems available in the local market. Consider water saving tips in soft-scaping, including, and not limited to; mulching, hydro-zoning, native plant selection, rain gardens, etc.
- Always meet design guidelines and inclusion standards for UGI POS. For example, ramp slopes, handrail requirements, surface finishes, etc.

**3. Prepare** cost estimates and rethink specific costly elements and explore new green alternatives if possible. Monitor the project cost estimate at all times to ensure it does not exceed budget.

**4. Prepare** final visualizations and renderings.

**5. Draft** a preliminary construction timeline.

**6. Prepare** contract documents including technical drawings, specifications, bills of quantities, general and particular conditions. Ensure the tender documents comprise a comprehensive set of drawings that clarifies design for contractors, setting out plans, drainage plans, soft-scaping plans, hardscape.

**7. Tender** for a contractor.

## KEY GUIDING QUESTIONS

1. Have all disciplines been consulted?
2. Does the drawing set include all relevant material?
3. Have all elements been considered in the BoQ?

# STEP 07

## Re-engage the community

### Objective:

The purpose of this step is to ensure the community's satisfaction and appreciation for the design. After spending time away from the community during the design finalization and tendering process, this step provides a continuation for community engagement and an important transition to make sure everyone is on board before construction begins.

### Who is involved in re-engaging the community?



Designers to produce presentation media



Community service to ensure that distributed media reaches all



members of the community and monitor any feedback



IT support if online platforms are needed

## HOW?

- 1. Produce media** that clearly communicates the final design to the community including:
  - Illustrated drawings and infographics, including photos from held workshops and activities
  - 3d renderings (juxtaposing before and after). Renders should indicate the gradual growth of vegetation elements to manage expectations and clarify that time is needed for the landscape to take its full form
  - Animated videos with text or voiceover explanations
- 2. Distribute media** physically (e.g., posters on site, flyers..etc.) and/or online through social media pages and established community groups.
- 3. Receive and monitor** community input on polled matters. A part of the team must assist in communicating media and monitoring interaction on social media platforms. This can be done via:
  - Distributing surveys and suggestion boxes near site posters
  - QR codes and links to online surveys
  - Comments on social media
- 4. Analyze input** received from community and incorporate it in the design.



## KEY GUIDING QUESTIONS

1. How can community satisfaction be measured/increased?
2. Do the visualisations capture the design realistically?
3. What are the surveys results? How can they be interpreted?



## STEP 08

Supervise  
Construction  
& update the  
community  
during  
construction

# PHASE 4

---

**Construction**

# STEP 08

## Supervise construction & update the community during construction

### Objective:

Site supervision engineers and designers should work together to address and respond to all of the contractor's queries to make sure that unforeseen site conditions do not jeopardize the integrity of the design and to ensure respect for UGI concepts.

In addition, due to the participatory nature of the project, consistent communication between GAM community service and the community is needed to mitigate any concerns or complaints as they arise.

### Who is involved during construction?



Design & Studies  
Department, Supervision  
and project management  
department, and  
agriculture department



Community service  
employees to  
communicate updates  
to the community and  
inform the designer of  
any concerns

## HOW?

### 1. During mobilization and site preparation

- Update the community with the status of the project and announce the commencement date and construction duration.
- Ask the community to clear the site of any personal belongings (vehicles, storage, etc....), if any.
- Explain to the community the safety precautions and that entry to the site is prohibited.
- Explain to the community that the design stage is over and that major changes cannot happen during construction.
- Clarify that, in case of complaints, the community should communicate directly to GAM community service and never to the contractor.

## 2. During construction

- Pay weekly or bi-weekly (2 times a week) visits to the site and engage with the community in person. Ideally, the site visits should be conducted by the main designer from design and studies and one GAM community service employee.
- Always keep the community engaged with simple design decisions. Provide physical color samples to design elements such as play equipment and fences and ask for their votes. Color alternatives need to be pre-selected and approved by the designer. If, for any reason, the community asks for a design change, communicate the complaints to the designer. The designer has to check the validity of the complaints and if changing the design is feasible or not;
- If complaints are valid and design change is anticipated, deliver the decision and the new design to the community and explain that time extension is expected due to the design update.
- If complaints are not valid, justify why the concern is not valid; safety, budget issue, etc...
- If certain community members start raising issues and causing problems, that may affect the performance of the contractor and the project, approach them first and try to address their concerns in a logical way. If problems keep arising from the same persons, then this can be escalated to legal entities, such as community police, district, etc....

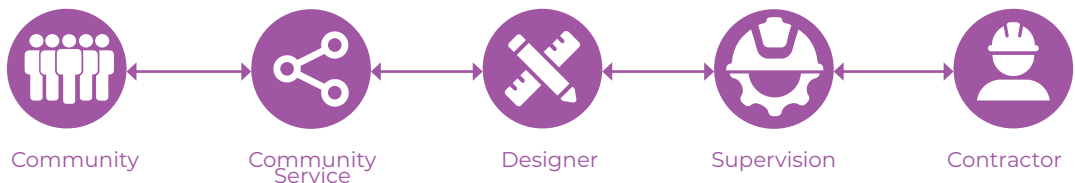


Figure 8. Communication channels during construction

# STEP 08

- Regularly update the community on major changes or occurrences that affect their routines, for example:
  - If, for any reason, construction might affect supply of water or electricity to surrounding households, notify the affected families of time and duration.
  - Inform the community of any closures and detours that might happen and ensure alternative safe routes are provided.
  - Always remind the community that entry and use of the site during construction is prohibited for their own safety, even if construction is nearly finished.
- If possible, coordinate with the contractor and allow for interested community members to participate in planting activities.

## 3. During project closing- out

- Notify the community of the project closing date as it approaches.
- Due to the participatory nature of the project, always invite the community to the official opening ceremony.
- Clarify that construction completion does not necessarily end the communication channel with GAM community service. Confirm that GAM community service will remain in charge of conveying any community concerns and facilitating preparations of future site activation events.

## KEY GUIDING QUESTIONS

1. Are the sites ready for construction?
2. Are all changes (e.g. changes to design, changes in material quantities, community complaints) adequately documented?
3. Is the community informed on a regular basis? Are changes shared with the community in advance?
4. How will communication with the community be maintained after construction completion?



## STEP 09

Activate  
the site

## STEP 10

+ Sustain the  
site post  
construction

## STEP 11

+ Assess the  
impact

# PHASE 5

---

**Post Construction**

# STEP 09

## Activate the site

### Objective:

Site activation aims to mobilize community participation through planning mutual community events. Planned activities help form a relationship between the site and varied site users (community) and GAM.

This step is vital in the process of place making as it allows the community to build personal connections with the newly developed site by creating new and meaningful memories. When a meaning is attached to a space it becomes "a place".

### Who conducts the site activations?



Community service



Selected community members (if applicable)



Activity facilitators, performers, artists, and event planning service providers may be needed.

## HOW?

- 1. Design** creative ideas for site activation with selected community members. The options for these site activation activities are unlimited; from permanent art installations, temporary pop-up markets to temporary murals. However, they need to be site-specific and support the needs of the adjoining community
  - Plan for interactive performances (storytelling, music, and puppet shows, etc..) that can be used to engage the community with narratives and values in relation to public space. If possible, members from community organizations or schools can perform.
  - Look for design elements that can be personalized by the community such as a blank wall that can become a colorful mural, or an herbal garden that can be planted with the community.
  - Plan for athletic activities and sport games for both genders to physically engage young and active community members.
  - Plan for spatially interactive games such as Treasure hunts.
  - Plan for activities with economic benefits for the community such as temporary bazaars where they can sell their homemade products.
- 2. Share** with community the selected activation idea.

3. **Assign** the activation team/ coordinators.
4. **Plan** for the activation event and decide on whether external service providers are needed.
5. **Invite** volunteers from community members. Engaging all groups of community members, (children, youth, women, etc..) is vital in those events, with a strong emphasis on the “leave no one behind” (LNOB) principle to reach those furthest behind first.
6. **Reach out** to community organizations that can take part in site activation events such as art and performance centres, sports clubs, schools.
7. **Use social media**, announcement posters and word of mouth to announce the date and time of the activation's event/s.
  - During these events, awareness raising on the importance of GI will be emphasized again to the residents in addition to highlighting the importance of caring for one's surrounding
8. **Evaluate** activation events to understand what worked well in the public space design and which elements need improvement.
9. **Document** the events and the results of the evaluation for upcoming projects.

## KEY GUIDING QUESTIONS

1. Which parts of the site need site activation?
2. Which activities and tools would be appropriate for the site activation?
3. How can community ideas be included?
4. What worked well and what didn't work well at the site activation events?

# STEP 10

## Sustain the site post-construction

### Objective:

The goal at this stage is to maintain the established sense of place by preserving the integrity of the site's physical conditions.

### Who is responsible for maintaining the site conditions?



Park maintenance division from the agriculture and health directorate.

## HOW?

### 1. Maintain physical site elements

- Set a cleaning and maintenance schedule according to site needs.
- Assign responsibilities to cleaning and maintenance staff and create task checklist.
- Schedule frequent periodical check-up visits.
- Periodically replace any damaged or vandalized elements, especially elements related to safety and hygiene such as lighting, railings and trash bins.
- Maintain green elements within the site by ensuring functionality of irrigation networks, removal of invasive weeds, and pruning trees.
- Set a planting schedule for annual and seasonal plants if applicable.

## 2. Raise awareness & maintain communication channels with the community

- Select community representatives to form a neighborhood committee that can communicate with GAM regarding any needed maintenance or threats to the site; and Keep the site active by organizing events. (e.g.. Friends of the park committee, etc.)
- Monitor the site and resolve any conflicts.
- Raise awareness through campaigns against vandalism of public space.

## KEY GUIDING QUESTIONS

1. How would an appropriate maintenance schedule look like for the sites?
2. How often should the site be checked/ maintained/ repaired?
3. How often should the community be involved and what for?
4. Is there vandalism at the site? What are the reasons? How can these reasons be alleviated?

# STEP 11

## Assess the impact

### Objective:

Impact assessments are used to evaluate the results achieved by a particular project or intervention. The demand to know these results is most likely to arise from high level decision makers and donors who plan aid and allocate funds to similar projects in the future. The demand can also come from mission directors, program officers, and implementers, such as NGOs.

Impact assessments are also useful to benefit from lessons learned and adapt the strategies used in future projects.

### Who conducts the impact assessment?



Social and environmental researchers with the help of external consultants if needed.



## HOW?

- 1. Identify the spatial and temporal scope** of the impact assessment. Confirm the scope with the project manager or final reviewer. It is important to set an adequate scope for the impact assessment from the beginning. A scope that is too narrow may leave out important information, and a scope that is too broad may lead to the collection of irrelevant or unnecessary information.
- 2. Identify the aspects** to be assessed as part of the scope. These can include but are not limited to:
  - Physical Environment aspects such as air quality, pollution levels, urban heat island effect, stormwater catchment,
  - Social aspects such as accessibility, mobility, safety, community organizations, inclusion of marginalized groups,
  - Economic aspects such as property values, gentrification, access to employment,
  - Biological aspects such as biodiversity, flora and fauna.
- 3. Assign team members** who will perform the assessment, decide if external experts are needed.

**4. Carry out field research** and analyse results. Inform the local community that there will be researchers, surveyors, and visitors to assess the social, environmental, and physical impacts of the project.

**5. Include** the views and comments of all key stakeholders within the community. Consider community feedback as they can be more aware of certain impacts due to their proximity to the site.

**6. Disseminate** the impact assessment results.

## KEY GUIDING QUESTIONS

1. Were the success indicators, that were set-up in step 01 met?
2. What are lessons learnt that should be repeated/ avoided in the next project?
3. What is needed to document the project completely?

# CONCLUSIONS & PRACTICAL EXAMPLES

The 11 steps provided in this guide are adaptable to different contexts and scales of intervention. The steps are best practiced through implementation and coordination across all mentioned GAM departments.

The desired impact of this stepwise implementation strategy will be fully achieved when it becomes inherently embedded in GAM's approach to public space projects and urban regeneration through green infrastructure. This will require an essential shift towards cross-department team building, integrated multi-disciplinary approaches, and an effective participatory design strategy that invests time in building and maintaining connections with the community.

The expected outcomes of following the 10 steps in this guide are best illustrated through real-life examples and success stories of implementing UGI in different typologies of public open spaces in Amman.

The three examples represent practical examples from the pilot sites for ILCA project, which was implemented by GIZ in partnership with MoEnv and GAM.

## 01 Leftover plot on Palestine street

### Re-imagining a leftover plot

The vacant lot was located within a residential neighborhood on Palestine street in Al-Nasr district, with a relatively small area of 400m<sup>2</sup>. The site was originally neglected and used as a garbage dump and parking for diesel trucks, which imposed hygiene and pollution threats. Despite its small size, the site presented an opportunity to create a significant impact at the neighborhood scale.

Following mobility analysis and behavioral observations of the surrounding road network, it was decided to include the 4m wide Juneid street to the east of the plot within the project implementation area.

Several participatory design workshops were held with identified key members from the local community to guide design decisions. The community expressed their top priorities to remove the diesel tanks and have a safe pocket park where their children can play and where they can hold weekly or monthly gatherings and events.



Figure 9. Plot used as diesel truck parking before implementation



Figure 10. Completed neighborhood park on Palestine street

# CONCLUSIONS & PRACTICAL EXAMPLES

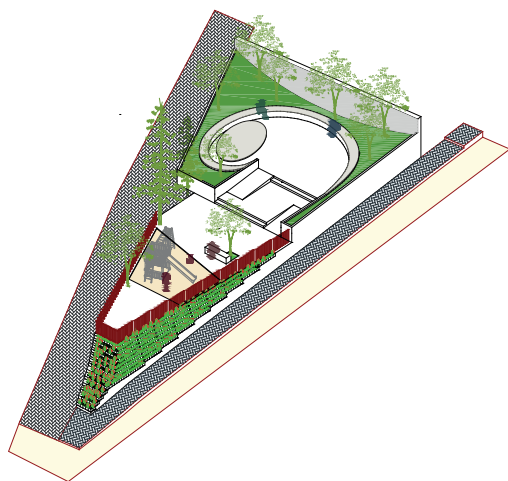


Figure 11. Initial sketch resulting from participatory design sessions with community members

The initial sketch resulting from the participatory design workshops featured 3 zones; a green buffer adjacent to the neighbouring house with an integrated bench and communal table, a sand play area, and a main axis that connects both streets together and invites people from both sides. In addition, it was agreed that elevating the site will help ensure its functionality.

After validating the designs with the community through clear visualizations, green infrastructure elements were further detailed and coordinated.

The green infrastructure approach focused on turning the site into a natural porous landscape. Permeable materials such as bound gravel and sand constitute the larger extent of paving surfaces. Interlocking tiles were also used for the sidewalks and along Juneid street, allowing water to naturally drain into the ground rendering it as a resource instead of waste. In addition, Porous bound gravel floors soak up rain water to the underlying layers of rock and soil filtering it from pollutants.

A modular green wall was used to elevate the park platform, further enhancing the project's UGI goals by providing biodiversity and habitat, lowering temperatures and enhancing mental well-being.

Infographics illustrating green infrastructure elements and the final design were distributed using posters and social media platforms to re-engage the community prior to construction. In addition, constant communication was maintained during construction to respond to any community concerns.

After completion, the site's capacity for activities was completely transformed, enabling it to host a variety of site activation events such as communal dining, children's games and storytelling.



Figure 12. Permeable materials such as open interlock tiles and bonded gravel



Figure 13. Modular green wall on Palestine street

# CONCLUSIONS & PRACTICAL EXAMPLES

## 02 Mahmoud Al-Qudah Park in Nasr District

### A sustainable park intervention

The park sits on the intersection between Abu-Taleb St. and Adan St. in Al-Nasr district, with an area of approximately 15,000m<sup>2</sup>. Due to its large area, the park does not only serve the residents of its immediate surrounding, but also attracts visitors from all around Al-Nasr. Thus, functioning at a district scale.

During participatory design workshops, community members were split into groups by age and gender to vote on needed functions for the park.

The program was formulated based on these needs and a participatory zoning exercise between mixed groups of participants was used to reach a consensus on where to locate these functions within the park.

The top priorities expressed by the community included safety, accessible routes for the elderly and people with disabilities, picnic areas for families, areas for bazars, improved children play areas, upgrading the existing football field and introducing more athletic activities.

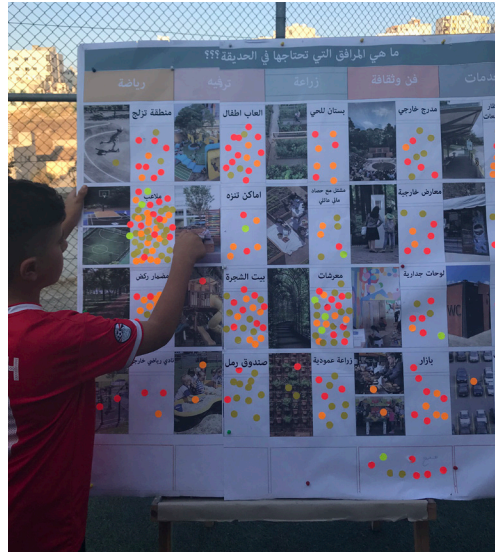


Figure 14. Prioritization of needs by community groups



Figure 15. Participatory zoning activity



Figure 16. Mahmoud Al-Qudah park in its original state



Figure 17. Mahmoud Al-Qudah Park activity pods and ramps

# CONCLUSIONS & PRACTICAL EXAMPLES

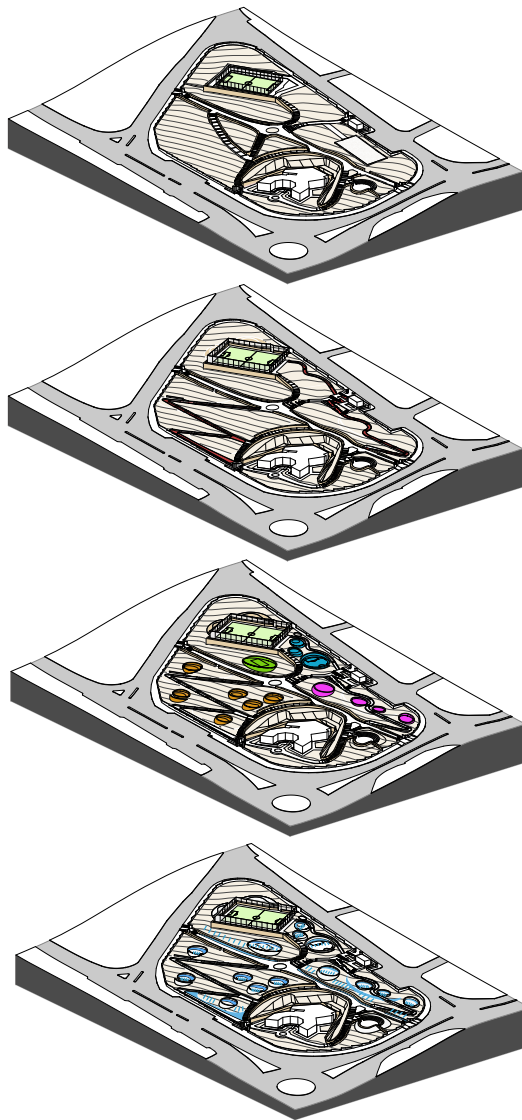


Figure 18. Mahmoud Al-Qudah ramps and pods concept

As a result of participatory design sessions, the design concept focused on capitalizing on onsite facilities as well as introducing an inclusive network of accessible ramps that strengthens existing relationships and creates unity, allowing the park to host a multitude of new activities.

The final layout was presented to the community for validation using simplified color coded plans and before and after collages.

The park's design employed a strategic budget effective approach to infusing the park with green infrastructure by introducing green pods on the park's slopes and around existing activity zones. The placement of the green pods conveys an overall green appearance while reducing the areas of intervention and planting needed.

The new pods retain permeability to water; contain a green cover including shade trees, shrubs, and ground covers; and provide well-defined flattened grounds for the new activities along the steep site, successfully catering for the needs of various community groups.

The pods also act as water catchment zones that retain water in the soil and reduce stormwater runoff. Rainwater is collected through raingardens and bioswales along the pods' inner edges.



Figure 19. Mahmoud Al-Qudah picnic pods



Figure 20. Mahmoud Al-Qudah children play area pods

# CONCLUSIONS & PRACTICAL EXAMPLES

## 03 Seventh Stair on Al-Quds Street

Enhancing mobility in a local typology

The 7th stairs within Al Quds Street in Ras Al-Ein stretch over approximately 100m in length and rise 30m with a width that varies between 3.6m-4m. With limited connectivity to adjacent pedestrian networks due to informal growth and land ownership issues, the stairs mainly serve the residents living along its direct periphery, offering an opportunity to examine a more intimate scale of public space.

During several participatory design workshops with the local community, the participants were separated to groups based on age and gender to vote on their most prioritized needs. Hygiene and garbage collection were among the residents' top priorities in addition to accessibility, drainage, lighting and security.

After reaching a general consensus on the design priorities with the community, a kit of parts was developed to include various agreed upon design elements including planters, benches, drainage channels, lighting, service ramps,

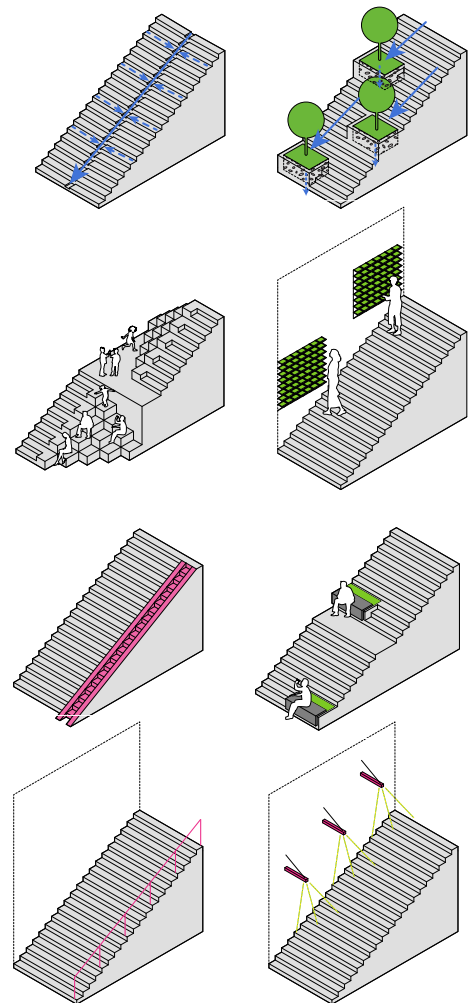


Figure 21. Kit of parts derived from community needs

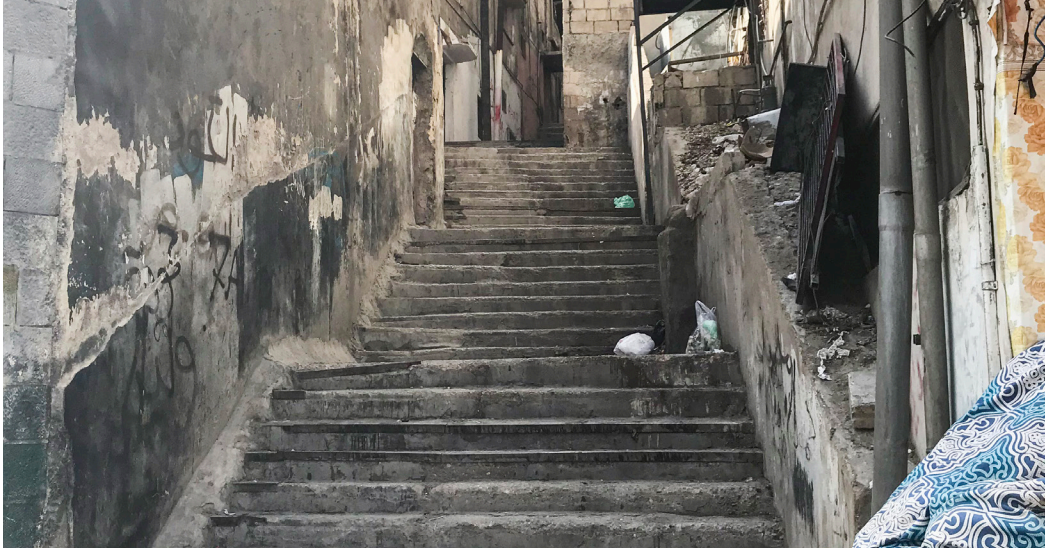


Figure 22. The seventh stair on Al-Quds street in its original state



Figure 23. The seventh stair on Al-Quds street post project implementation

# CONCLUSIONS & PRACTICAL EXAMPLES

community gathering area and a herbal garden.

Participatory exercises such as case studies and paper kits were used to get input on preferred details for design elements. The community excluded options with removable or plugged in urban furniture and favored examples of cast-in place furniture that cannot be removed or vandalised.

The final layout for the seventh stair came from synthesizing the various elements from the kit of parts and adapting them to existing contextual constraints along

the length of the stairs. These constraints included existing levels and locations of home entrances and windows, as well as existing walls and infrastructure. The staircase acts as an extension of each family's outdoor living space. In many locations, planters and benches were incorporated with home entrance platforms to allow for a sense of ownership.

In addition to aiding with stormwater runoff, planters include scented and aromatic species (Jasmine and Bay), adding another sensory dimension to the space.

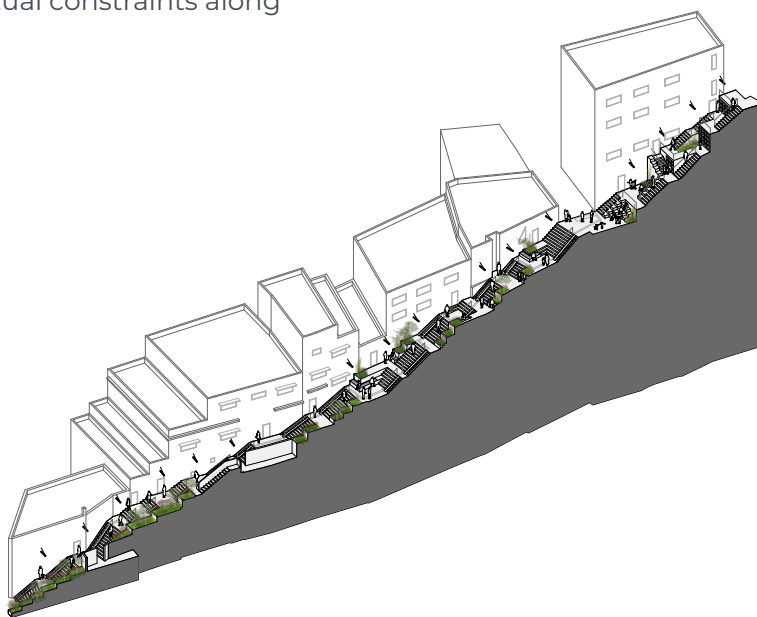


Figure 24. The final layout for the seventh stair resulting from adapting the kit of parts to varying physical site constraints



Figure 25. Planters, ramps, covered drainage channels and railing along the seventh stair



Figure 26. Informal gathering areas for children and community events



# PART III

**Proposed activities, planning and implementation of  
participatory events**

# Planning of Participatory Events

Participatory events including road shows, community meetings, focus group discussions, community walks, and participatory design workshops, all need thorough planning beforehand. Considerations such as community outreach & mobilization, and time of the event need to be coordinated and planned. Plan the event and create a detailed agenda that organizes the schedule and proposed activities, to ensure participation meets the set objectives.



## Outreach & Mobilization

Community Outreach is a vital component to the participatory process. Encourage people to attend participatory events (walks, focus group discussions (FGD), workshops, etc....) as this could be considered equally important as the design process itself.

1. Reach out to the community and provide diverse outreach media.
2. Use variety of outreach tools including door to door invitations, phone calls, social media, flyers, etc....
3. Have equal representation of gender, ages, and backgrounds to ensure the representation is balanced and comprehensive.
4. Where possible, bring in 'insiders' that have good knowledge of the community and speak simple language.
5. Always provide snacks and refreshment throughout the participatory activity as it attracts participants.



## Time of Event

1. Consider the availability of the community when planning the event to ensure maximum attendance, community engagement and participation.
2. Plan participatory events on weekends (Saturdays and Fridays) to achieve dynamic and efficient results.
3. Be brief and avoid long sessions as participants might lose interest and get bored.



## Agenda Preparation

Participatory events differ from a phase to another, accordingly, involved team members also vary. However, it is important that at all times:

- Team members are introduced to each other,
- Key issues are identified,
- Objectives are set, and
- Roles and responsibilities are distributed.

Agenda Template (internal use):

Event type: \_\_\_\_\_  
Site Name: \_\_\_\_\_  
Date: \_\_\_\_\_  
Location: \_\_\_\_\_  
Time: \_\_\_\_\_  
Objectives: \_\_\_\_\_  
Participants: \_\_\_\_\_  
Outreach Method: \_\_\_\_\_  
Detailed Agenda:  
Time | Activity | Responsibility |  
Tools \_\_\_\_\_

# Implementation of participatory events

Participatory events are the most enjoyable part of any participatory project to both; the team members and the community. It is at those times when people of diverse backgrounds come together and are expected to have fruitful discussions. It is crucial that the facilitator ensures that everyone has an equal opportunity to participate and that simple language is used.

## Facilitation

Facilitation refers to managing and moderating the activities during the participatory event. The facilitator sets the rules, wheels conversation, and maintains high level of participation throughout the event. The facilitator is a neutral voice that is knowledgeable and familiar with the project.

Facilitation activities are important to maintain momentum and keep the community interested in dedicating their time to attend the event.

## Welcome & setting guidelines

At the beginning of the event, welcome the group and thank the participants for dedicating their time. Remind them that their participation is important to the success of the project.

Setting ground rules is vital to the success of the event. It is important to explain the rules before starting the activities and to ask the participants for their consent of documenting the event through photos.

Sample rules:

1. You are equal; to reinforce that everyone is equally important, and every comment is valid.
2. One mic; to ensure only one person speaks at a time.
3. No right or wrong answers; there is no ideal solution, only different perspectives and points of view.
4. Back to subject; to ensure comments are valid and relevant to the subject. 'Back to subject' is a tool to disregard irrelevant comments that break the focus of the discussion.

## Documentation

Documentation of the event's proceedings is important as it provides indicators of failures and successes. It is recommended to have a note-taker during participatory events especially in focus group discussions and design workshops.

The note-taker's scope of work includes documenting the activities and conversations through photos, taking summative notes, and voice recording (if needed). The note-taker is also responsible for ensuring participants sign and return consent forms, and assisting the facilitator during participatory activities.

- If participants' group are segregated by gender, assign a note-taker of the same gender.

- Document discussions and note if the responses of participants differed by gender, age, nationality, or any other aspect.
- Be attentive to participants and try to identify signs of stress or discomfort, if any.
- Try to engage shy participants and ensure inclusive participation and equal opportunities.

# Implementation of participatory events

## Group Formation

### 1. Large groups vs. Small groups

The recommended group size depends on the nature of the event and the set objectives. When voting is needed, and feedback and validation of results is the issue, large groups are recommended. However, smaller groups are advisable during brainstorming and participatory design sessions.

### 2. Homogenous vs. Heterogeneous

- Homogenous groups based on gender include people with similar experiences and notions. The gender composition of groups can compromise women's ability to voice opinions in all issues, especially on matters related to gender, therefore, women in homogenous groups could express their ideas freely.
- Heterogeneous groups include people of different ages, gender, and backgrounds. With regards to gender dynamics, it is important for facilitators to take into account and ensure participation and input of female and male children during group activities that are mixed.

### 3. Group Dynamics

It is always recommended to take gender dynamics and site sensitivity into consideration in order to decide which group composition is more suitable.

Small group combination example:

- 4-6 participants; consisting of both genders, and different ages
- 1 Technical person responsible for explaining the technical part and the purpose of the activity
- 1 facilitator responsible for facilitating the session and making sure everyone in the allocated time
- 1 note-taker responsible for documentation, listening and noting down the different outcomes and results

# Proposed Activities

## Ice breaker activities

Always start the event with an icebreaker activity that helps open the conversation. Icebreakers help energize and relax the participants. Round introduction could be considered an icebreaker.

Sample activities:

1. Introduce your partner; split the group into couples and spend 3-5 minutes getting to know each other. Ungroup the participants and ask each person to introduce his/ her partner.
2. One question, one minute; ask a question and give the participants 1 minute to write down the answer. In the end, ask each person to read his/ her answer out aloud. For Example: what is your favorite open space in the neighborhood and why?



Figure 27. Outreach and workshop announcement poster



Figure 28. Workshop groups setup

# Proposed Activities



Figure 29. Introducing the project through roadshows

## Road Shows

1. Introduce the project and its objectives to the participants, to ensure their full comprehension.
2. Confirm and validate the information from study findings with the community.
3. Set initial boundaries of implementation area based on the community's perspective.
4. Hold a discussion after finishing the presentation; to engage participants with the the project and study objectives.



Figure 30. Townhall Meetings

## Community Meetings

1. Facilitate meetings with active community members, ensure impactful engagement, and gather complaints and feedback, in order to obtain the community's perspective and priorities.
2. After opening remarks, mediate discussions between community members, and give active members the floor to address the rest of the community.
3. Address the questions & issues brought forward.
4. Conclude and vote if needed.

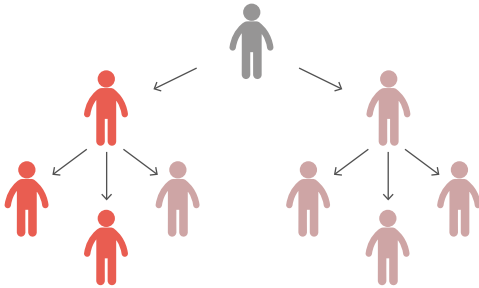


Figure 31. Snowball Technique

## Snowball Technique

During interviews, use snowball technique where interviewees refer to future interviewees from among their acquaintances that can help build up enough data for research. This also helps in creating a better understanding of the social network.

## Sample Questionnaire

In addition to collection of quantitative data, this should develop a comprehensive database on the community members.

- Contact information:
- Age, sex, nationality:
- Occupation:
- Family members:
- Sample daily schedule/timeline:
- Date since moved to neighborhood:
- Ownership status:
- How is this site significant to you?
- Are there regular users for it?
- Describe the atmosphere in this place?
- What events do you associate with this place?



Figure 32. Interviews on site

## Interviews

1. Hold various types of interviews including: unstructured, semi-structured, and structured interviews.
2. Identify key informants within the community.

Sample questions:

- Describe a normal day in your life.
- Where do you go frequently/ what do you do there?
- What is the history of this site?

# Proposed Activities



Figure 33 Focus Group Discussions

## Focus Group Discussions

1. Hold a meeting with one segment of the community (females, males, children).
2. Focus on one theme e.g. (safety, hygiene, leisure).
3. Encourage participants to freely share their opinion on the matter and give feedback.
4. Discuss and present the results to all groups.

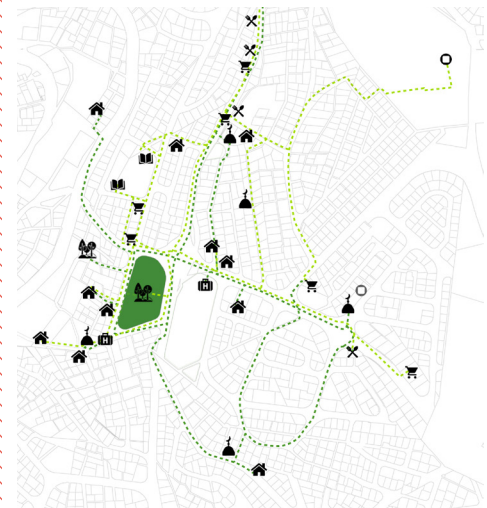


Figure 34. Sample walking path to assess mobility and safety

## Community Walks

1. Conduct observational walks with selected community members.
2. Identify elements for improvement, gain feedback, and photo document the process.
3. Find out which elements bothered them, and any safety issues for pedestrians.
4. Observe how people use the public space, and identify spaces of social interaction.
5. By the end of the walk, hold a debriefing session, map results and agree on next steps.



Figure 35. Results of drawing the neighborhood activity

## Draw your neighborhood

1. Hold focus groups; one for male and female participants, one for female participants, and one for young adults.
2. Organise an art activity during which participants are encouraged to draw how they see their neighborhood today and/ or how they like to see it in the future.
3. Ask the participants to present and discuss their resulting artworks.



Figure 36. Needs prioritization for desired park programs

## Prioritization of needs

1. On a large poster, categorize design elements into themes (recreational, cultural, agricultural, etc....) or sort them by importance (necessities, opportunities, etc.... )
2. Hand out 3 different colored stickers.
3. Explain the activity.
4. Have the participants place the stickers on the poster. Assign each sticker color to a specific level of importance; high, medium, low.

# Proposed Activities



Figure 37. Activity zoning exercise for a park

## Proposed activity zoning

1. On a large sheet, print the base map of the site.
2. Prepare components/ activities cut outs. (can include playfields, playgrounds, seating areas, urban farms, gates, etc....)
3. Have the participants distribute the activities on the base map.
4. Have each group discuss the resulting zoning map and present to the other groups if time allows.
5. Have the groups discuss the results and reach consensus.



Figure 38. Design elements feedback

## Design elements variations / Case studies

1. Design solutions of specific elements could include: boundary walls, playgrounds, canopies, street furniture, etc....
2. Prepare case studies and print them on a large theme board.
3. Leave a comment box for design solution.
4. Have the participants write feedback on what would work and what wouldn't and why.



Figure 39. Paper kit collage of desired design elements

## Paper kit / Model Kit design

1. Prepare item cut outs or models including; trees, plants, lights, benches, paving materials, etc....
2. Explain the activity.
3. Have the participants cut and paste the items in case of a paper kit, and place the models in case of a model kit.
4. Have each group discuss the result and write down the reasons for their decisions and choices.



Figure 40. Fishbowl feedback in response to slide show

## Fishbowl feedback

Present the material on a screen. Provide before and after images of the site so that participants can relate to the context.

1. Ask a 4-6 participants to come to the center of the room (fishbowl) and start a discussion. Ask each of them for a 2-3 minute feedback.
2. The facilitator needs to manage the fishbowl by asking the people who shared their feedback to go out of the central circle and ask new participants to come in.
3. Continue with the fishbowl until all voices are heard.

# Proposed Activities



Figure 41. Site walk around a park with proposed plan

## Site walks

Site walks are great when it comes to presenting concept designs. Rather than the conventional presentation setup where the participant is just a passive recipient.

1. Present the master plan and explain that each area will be further presented.
2. Start the walk and make a stop at each zone.
3. Present the designs per zone through simple but interesting visuals, or through 360 views of the designs.
4. Have the participants share their thoughts in each zone.

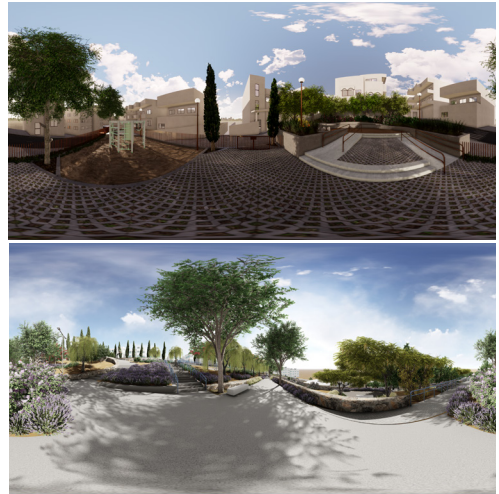


Figure 42. Rendered 360 images for new park designs

## 360 Photo Experience

1. 3D goggles must be facilitated by GAM team.
2. Community service will assist GAM facilitators with crowd management and safe usage of the goggles.



Figure 43. On site design posters with infographics

## Design Posters

1. Community needs translated into design elements
2. Plant varieties that will be introduced to the landscape.
3. Infographics on different design elements and functions.
4. Renderings of designs showing different stages after construction.



Figure 44. Community activity to paint a stair in Lweibdeh

## Street Art & Murals

1. Request proposals for mural designs from local artists.
2. Ask the community to vote on their favorite design/ subject.
3. After drawing the outlines by the artist, the community volunteers can paint within the outlines.

# Proposed Activities



Figure 45. Planting with community volunteers in Marka

## Collective Planting

1. Choose a location within the designed site that can be planted with the help of the community.
2. Provide saplings, seeds, planting tools and planting pots if needed.
3. Explain the planting pocedure.
4. Plant the site with the volunteers.

	SUMMER	AUTUMN	SPRING	WINTER
MONTHLY	✓	✓	✓	✓
QUARTERLY	✓	✓	✓	✓
BI-ANNUALY	✓	✓	✓	✓
ANNUALY	✓	✓	✓	✓

Figure 46. Yearly Checklist

## Yearly Checklists

1. Categorize maintenance tasks into daily, weekly, monthly, quarterly, biannual and annual tasks.
2. Include seasonal tasks specifically related to planting specific shrubs and maintenance of green elements.
3. Create a checklist for each site showing the required tasks and their time schedule.
4. Distribute checklists among responsible maintenance staff.
5. Use the checklist to keep track and monitor progress of maintenance works.



Figure 47. Campaign to clean Rainbow street with GAM staff

## Social Responsibility Campaigns

1. Identify topics for awareness raising such as recycling, safety, vandalism, hygiene...
2. Identify community organizations who can take part in these campaigns (Schools, clubs...etc.).
3. Identify corporations who can take part or sponsor the events.
4. Organize events with selected community representatives
5. Use flyers, social media and posters to spread awareness and bring attention to any campaign events.

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