

**METHODS AND TOOLS**

**FOR**

**CITIZEN PARTICIPATION**

**AND CO-CREATION**

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**NORCE**



**ARENDALE KOMMUNE**

# PREFACE

This document presents a selection of 40 tools or methodologies for citizen involvement in the form of meeting places, participation in planning processes, dialogue through digital tools, knowledge acquisition and new approaches to mobilize volunteers and promote engagement. We have also roughly listed different financial models for collaboration processes. The document is part of Arendal municipality's project "Samskaping i Arendal" (Co-creation in Arendal) funded by the County Governor of Agder County.

The descriptions in this memo are not intended to be guides on how participation and co-creation should be carried out, but be used as inspiration for possible opportunities in the work of citizen participation. References to relevant websites, booklets, manuals etc., as well as available research are provided. It is encouraged to test out new methodologies as listed below, and seek more information on how these can be implemented.

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ARENDALE KOMMUNE

# INTRODUCTION

In the municipality of Arendal the project “With a Heart for Arendal” has over a period of time collaborated with research communities to establish co-creation with the civil society as a working methodology. Initially, the initiative was based on the needs within the municipal services, with a focus on cooperation with large non-profit organizations in the welfare sector. Over time, however, there has been a greater focus on promoting and facilitating active citizenship, and on creating a trust-based “care for each other-culture”. Thus, the focus has also shifted from municipal-controlled cooperation with voluntary organizations, to the facilitation of civil society involvement through network-, process management, and servant leadership. This requires good tools / methodologies for citizen participation in various processes.

The European Charter on Participatory Democracy in Spatial Planning Processes aims to achieve shared ownership and recognition of plans and action programs to avoid conflicts and establish co-produced decision-making processes. All effected parties should have the opportunity to be heard and participate in relevant discussions and dialogues, preferably through the use of new available technologies. It is also important to have the necessary expertise to facilitate these types of participation processes. The result could be a strengthening of local democracy and residents’ trust in local authorities, collaborative innovation, and more informed political decisions.

The municipality’s civil society strategy “Samskaping i Arendal” (Co-creation in Arendal) emphasizes that collaboration requires the facilitation of good and open meeting places for those who participate in the work. Not only does one wish to respond to the Planning and Building Act, but also facilitate engagement and active citizenship.



# Participant ladder

To give an indication of what level of citizen involvement the various tools / methodologies are suitable for, we have created a participant pyramid, a simplified form of the so-called Ladder of Citizen Participation, which has been widely used since it was designed in the US in the late 60's.

The ladder shows degrees of citizen participation, from a more symbolic participation at the bottom of the ladder, to actual involvement at the top of the ladder. The original model consisted of 8 steps. Our simplified Participant Pyramid has three steps: At the bottom we find measures that primarily serve as one-way **information** from the municipality. The next step is measures that promote **dialogue** between the municipality and the inhabitants, the exchange of knowledge and competence. At the top of the pyramid we find measures that involve collaboration/ or **co-creation** in which the citizens participate in the process in various ways. In practice, our steps correspond to the Council of Europe Code of Good Practice for Civil Participation in the Decision-Making Process (2009), where we have merged consultation and dialogue, and replaced partnership with collaboration/ or co-creation.



FIG. 1: Simplified Participant Pyramid. A non-transparent box will indicate that the methodology described is suitable for the focus area.

# Co-creation Typology

Collaboration involves many forms of participation and collaboration at different levels. For example, researchers in Denmark have developed the following co-creation typology:

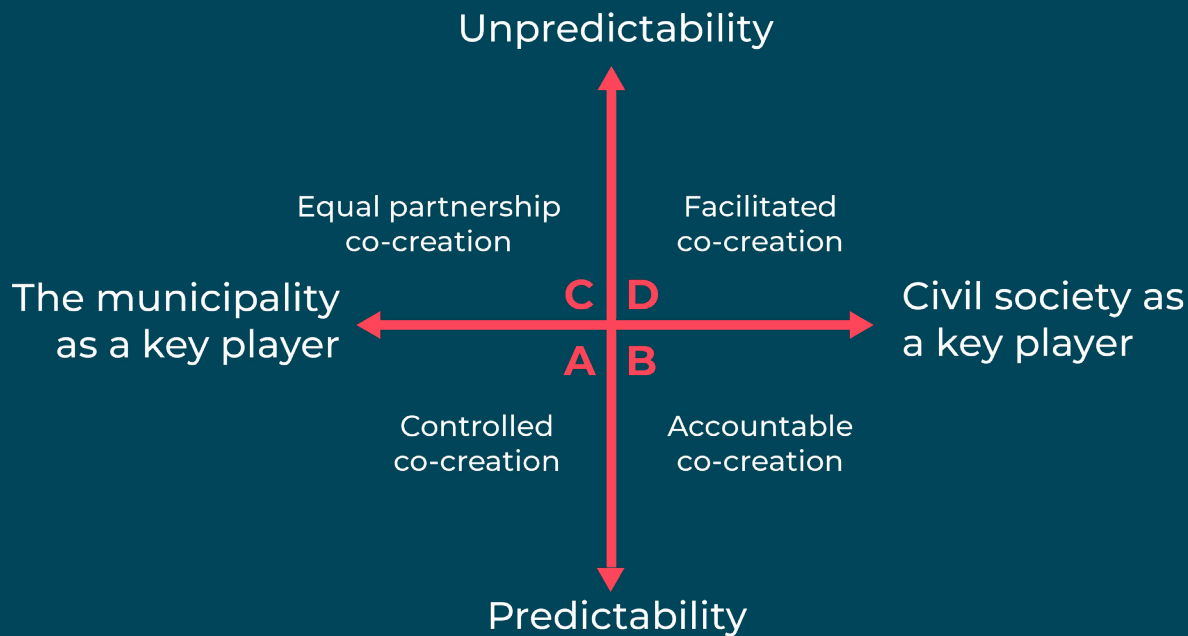


FIG. 2: Forms of Collaboration, by Ulrich (2016).

According to this co-creation typology, one can talk about **Controlled co-creation** (A) when the municipal actors have an ambition to control the co-creation process so that the result is relatively predictable. The co-creation element is minimal and in practice limited to a supplement to the public sector activities, such as waste sorting or hearings.

**Accountable co-creation** (B) is characterized by the fact that the municipal actors have an ambition to manage collaboration processes so that the result is relatively predictable, but here the actors in civil society have the main responsibility for the content. In this case, there is a principle of empowerment: self-help. Citizens should be able to take care of themselves, within the municipality's goals, as is often the case with rehabilitation where users are held accountable by being actively involved in the rehabilitation process in order to be able to be in charge of their own situation in the future.

In **Equal partnership co-creation** (C), we are in the unpredictable axis of collaboration, where the municipality has no ambition to control the outcome of the process. But it is the municipality that defines an area for cooperation, often in the form of a problem to be solved. Beyond this, the municipality is an equal partner in the collaboration.

**In Facilitated co-creation (D)**, civil society actors are the ones who take the initiative and point out welfare areas that they want the municipality to become engaged in. The role of the municipality is primarily to facilitate the process. This may involve providing access to venues, expertise, materials or other resources. Here we are in the most extreme form of welfare society which has been termed “Municipality 3.0”.

In recent years, there has been a shift towards the development of new concepts in this field, for example, between “thick” and “thin” collaboration, and between “co-creation” and “co-production”. However, we argue for a more process-oriented approach than a concept-oriented approach to collaboration, rooted in practical experiences rather than idealized typologies.

Our experience from action research over many years is that the legislations, municipal plans, guidance from the central authorities and the changing dynamics of interaction between municipality and civil society in different phases of specific projects, imply that the municipality’s collaborative work spans across the full range of co-creation approaches. This can often be the case within one and the same project.

In practice, co-creation is known to be a mutual learning process. The development process in the individual project and unpredictable fluctuations in the dynamics between the actors involved requires a need for both flexibility and reflection. In this paper, we have chosen not to make it too complicated by distinguishing between ideal forms of co-creation in our participant pyramid, and refer to co-creation as a collective term for all the forms described in the co-creation typology.

# Financial models

The municipality usually has challenges with direct financing of spontaneous population initiatives over the municipal annual budget. Municipal financing can also be a time-consuming process that requires case management in committees and city councils, as well as anchoring in municipal planning. But there are other funding models to support citizen initiatives, including:

- Crowdfunding
- Application to a third party from a civil society actor (eg. “ExtraStiftelsen”, “Gjensidige Foundation”)
- Application to a third party from the municipality (eg. Directorates, County Governor, etc.)
- The municipality makes all or part of buildings available for resident initiatives full-time, evening or on weekends.
- The municipality develops “public buildings” and shared spaces in collaboration with other actors such as architecture schools, etc., and facilitates booking of the venues.
- Civil society actors “pool” resources such as vehicles, venues, equipment, expertise
- Equipment “Banks”
- The municipality places employees at the disposal of specific projects
- Daily work from both the municipality and civil society

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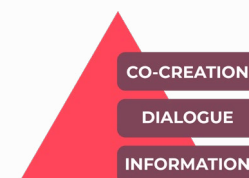




# MEETING PLACES

## The Drop-by-office/ Stikk-innom kontoret

**WHERE:** Veitvet; Holmlia (Norway)



**HOW:** The Drop by office (Stikk-innom kontoret) at Veitvet was established as a project within the district's action plan for area improvement in 2008 - Focus area «democracy and participation». The office is located in the district's shopping center and provides services, information and guidance in the local community, as well as an informal meeting place for residents and a point of communication between residents and the municipality. The office is staffed every weekday during working hours. Residents have access to use the office after closing hours, where women's networks, language-, music-, arts and crafts courses, and meetings and can take place. Through the office, new initiatives and activities are developed in the local community in collaboration with the voluntary sector. There is close cooperation with district services such as the NAV (Norwegian Labour and Welfare Administration), the family center, the elderly center, the youth center, preventive services and ethnic associations.

**EXPERIENCES:** Citizens have been given a low-level social meeting place for information and activities for various population groups in the area, including immigrant communities, women's groups and youth. The project managers for the improvement of the area have been involved in active dialogue with the inhabitants living there. The area-approach has helped create networks, strengthened local identity, and promoted involvement in local initiatives and events. Recently the office has been turned into a volunteer central with the same aims as previously.

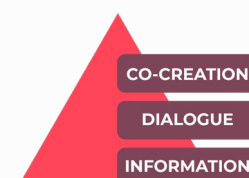
### REFERENCES:

Eimhjellen et al. (2020). Frivilligsentralenes kjennetegn og betydning i storbyene. Rapport 18-2020; NORCE Samfunn

## The Healthy City Shop/ Sund By butikk

**WHERE:** Horsens (Denmark)

SUITABLE FOR:



**HOW:** "The Healthy City Shop" in Horsens city center serves as a meeting place for residents and between residents and the municipality. This is an open, accessible meeting place where residents can book rooms for events, meetings, etc. There are up to 15,000 visitors over the course of the year. The shop facilitates cooperation with volunteers and associations in regards to starting up new organizations, and information about finances, rules and development, meeting rooms, communication, social media etc. Citizens can come in and drink a cup of coffee or tea, find information about volunteering, health, self-help, make an appointment to meet with one of the municipal employees, borrow venues, projector, etc.

In the municipality of Arendal, on September 29, 2016, the City Council decided that "With a Heart For Arendal", is able to use the location "Kloa" to ensure that the network is visible in the cityscape, and to ensure a low threshold for drop-in. Funds for renting "Kloa" were to be included in the councillor's proposal for an action plan and annual budget for 2017.

**EXPERIENCES:** High demand for the venue by many different actors. Has moved to a larger venue.

# The urban community house/ Folkeverkstedet – Det urbane grendehus

**WHERE:** Arendal (Norway)



**HOW:** In the inter-municipal project Sparkling Places (Levende Lokaler), the municipality entered into a multi-year lease with property owners about an empty store space that was renovated and used as an arena for different types of events, depending on the needs of civil society. The venue has sustainability as a common framework, and has been used to host creative workshops, Saturday University, pop-up performances, Green Friday, Second-hand festival, etc. Furthermore, users are given the opportunity to come and use tools, sewing machines, weaves and other equipment that may be needed, and holding an ad-hoc public workshop where you can repair or redesign things that would otherwise be thrown away. One deliberately recruits participants from groups that are not often represented in other contexts. The venue is also part of a community with a co-working house and a recycling shop used by Arendal Adult Education Centre as a language and work training arena for refugees. The basic idea is to allow civilian and local communities help redefine what the downtown space can be used for to create a vibrant and engaged urban life where it is possible for things to grow organically, constantly changing along the residents' needs and wishes.

**EXPERIENCE:** It turns out that there is a need for a place that is not fully defined. Different organizations / groups have different needs. It is important that everyone has the space to design the place as they wish. The venue is a meeting place where networks can be established and self-mastery can be strengthened.

## REFERENCES:

Vestby, G. M. (2018). Fra sentrumsdød til sentrumdglød. Action research on the pilot project "Sparkling Places". NIBR Report 2018: 6.

# CityLab/ Bylab

**WHERE:** Moss (Norway)



**HOW:** In connection with the city planning, there was a desire to create engagement, dialogue and participation from as many people as possible during the process. In connection to this, an information center and planning office was opened in the pedestrian zone in the center. Visitors can see physical models, pictures, floor plans, get information, provide input or get answers to questions. In addition, a Facebook page for City Lab Moss/ Bylab Moss was developed as an informal channel for dialogue with residents, with the promise that all input will be paid attention to. Four employees use the office. There are large windows and an open door when the weather is hot enough.

**EXPERIENCES:** Being present in an open office setting in the middle of the pedestrian zone in the city, has proven to make it easier to involve the locals. Many people come in to provide input or get information. Originally, this was a one-year trial project, but the municipality decided that they wanted to continue this.

# Village Fellowships / Landsbylaug

SUITABLE FOR:



**WHERE:** Sønderborg (Denmark)

**HOW:** In villages of 600-1000 inhabitants there are established local boards called “Village Fellowships” (landsbylaug) which are challenged to prepare a development plan for the village /town. The scheme safeguards local affiliation following municipal development. The 36 Village Fellowships meet 4 times a year in a village forum where there is an exchange of experiences. In addition, a rural committee has been set up where 7 representatives of the village forum meet with local politicians regularly. The municipality has established a secretariat with four employees to support and coordinate the work on the development plans and meetings in the Village Fellowships. The secretariat talks with the village camps about projects from their development plans, find solutions for fundraising, share knowledge and information, offer project management and help implement the municipality’s areas of intervention in the rural area. The development plans can be about establishing meeting places, hiking trails, energy solutions and site analyses. The scheme has some similarities to the Norwegian scheme with local committees in some municipalities.

**EXPERIENCES:** Structure has helped to create a belief that you have the opportunity to develop your local area if you take the initiative yourself. Work on the local development plans has helped to create local ownership of the development and strengthened the community in the villages. Specifically, the model has resulted in projects such as village buses for hire as part of sustainable transport solutions; bike sharing, renovation of historic buildings, clearing coursework, cleaning beaches, support projects, trail/path projects etc.



# Desire for rural living/ Bolyst-team

**WHERE:** Steinkjer (Norway)

**HOW:** The Desire for rural living/Bolyst-team mandate is to participate in holistic development processes in local communities together with volunteers, residents, public and private companies. The team consists of an ambulatory set of professionals from the municipality who are put together based on local needs, who will work in the local communities and form a partnership for the citizens' initiative and involvement. The team is a "mobile" and coordinating team, which will facilitate the inhabitants to develop the place in a positive way. The municipality wants to build up local affiliation and well-being and contribute to promoting more involvement for its own local community. Responsibility for the work method lies with the planning and investigation service. The external process manager leads the meetings. It is set up so that discussions, idea workshops, map visualizations, concretisations of tasks / responsibilities etc. is made possible.

The local community will contribute with ownership / initiative to projects; hosting meetings; expertise in planning and case management; and implementation / progress in the projects. Procedures have been drawn up to ensure representation in local working groups.

The team in the municipality contributes with professional knowledge, guidance and decisions where necessary, in the form of professionals with decision-making authority, as far as possible. Where necessary, politicians should be linked to the work. Methodological efforts are being made to build trust through a serving management approach where the municipality listens to and provides input to the citizens' ideas, not the other way around. At the same time, the goal is to be clear on what can be done and not, what actors must be included to get tasks done, and how to get projects financed.

**EXPERIENCES:** When the municipality "gets out" into the local community, it is experienced in itself as something new and positive. It can however be demanding to include the target groups who would like to participate. The working method is well suited to increase the municipality's knowledge of the local communities. The work and results that can be achieved can form the basis for the municipality's work on the municipal plan.

## REFERENCES:

Ekman, L. et al. (2017). Samarbeid for barn og unges oppvekstmiljø. Erfaringer fra samarbeid mellom kommune og frivillighet i Steinkjer kommune. TFoU-rapport 2017:07



# Collaboration Board / Samarbeidsråd

**WHERE:** Arendal (Norway)

**HOW:** As part of With a Heart For Arendal, a collaboration board was formed consisting of representatives from municipal administration and politics, local NGOs, the sports organisations, the trade association, voluntary centres, research and enthusiastic locals. The board meets regularly, and participants are involved in smaller working groups when necessary. The leader of the Collaboration Board is a municipal employee, but has a mandate from the Collaboration Board, not from the municipality/the local council. The purpose is mutual information and experience sharing, inspiration and motivation, mapping of available resources, facilitation of collaboration and co-creation projects, and ensuring good conditions for civil society engagement in the municipality. Each actor contributes complementary resources based on their own expertise and capacity. The meetings are hosted by various actors in the network, in pleasant settings, often with food or cakes and drinks. Digital tools are also being used for further dialogue and information exchange. This is supplemented by outreach and networking to get to know and build trust in the local civil society.

**EXPERIENCES:** Establishing trust between the actors in the board can take time. There should be more frequent meetings initially. Once trust is established, the foundation for ad-hoc collaborative projects can get started, but all the actors are rarely involved in each project. Good anchoring in municipal management is a prerequisite - municipal actors in the cooperation council should have a good overview and decision-making authority (for example, mayor, deputy mayor, municipal managers). Requires a neutral facilitator who is not involved in specific agendas of any party. Requires knowledge of serving leadership as a principle for facilitation work. "Commanding mentality" must be avoided. There is a certain democratic challenge with regard to which actors should be included in the Collaboration Board.

## REFERENCES:

Guribye, E. (2016). Mot 'Kommune 3.0'? Modeller for samarbeid mellom offentlig og frivillig sektor: Med hjerte for Arendal. FoU Rapport 3/2016. Agderforskning.



# Citizens Assembly

**WHERE:** Canada, Nederland, Irland

**HOW:** Citizens assembly is formed by citizens to discuss specific issues of national or regional importance. Membership in the Assembly is randomized. The purpose is to involve a representative sample of the population in examining the scope available in specific cases, and to propose solutions through discussions and the use of different methodologies and expertise. In many cases, the state will require the proposals to be accepted by the population through referendums before legislative proposals are passed. The aim of the citizen assemblies is to restore confidence in the political process through more direct ownership of decision-making.

**EXPERIENCES:** Advantages are that the committees are democratically representative and voluntary, cognitively diverse, and they promote discussion.

SUITABLE FOR:



# Mayor's Bench/ Ordførerbenk

**WHERE:** Lørenskog, Tynset (Norway)

**HOW:** The purpose of a mayor's bench is to make the mayor more accessible to the citizens, so that the citizens can bring up any case or issue they wish to address with the mayor. The mayor's bench is located in the middle of the everyday life of the inhabitants (shopping center, cafes, library, pedestrian zone). In Lørenskog, the Mayor's Bench is a regular feature of the municipality twice a month, and information goes out to the citizens via the library's Facebook page and information through the mail.

**EXPERIENCES:** The method provides opportunities to come in contact with citizens in new ways. The threshold for contact is lower in such contexts. It is uncertain to what extent the conversations helps change local politics in practice.

SUITABLE FOR:



# The Human Library/ Menneskebiblioteket

**WHERE:** Roskilde (Denmark)



**HOW:** The idea of “The Human Library” originated from the initiative of young people during the Roskilde Festival in Denmark in 2000 and has been further developed at a number of festivals in Europe with the support of the Council of Europe, or in collaboration with local libraries and schools. The method aims to create meetings between strangers: instead of borrowing a book in the library, you borrow a person who represents a group that people generally have many prejudices against (policemen, refugees, gays, feminists, muslims). A dialogue is started in order to break down prejudices and start building respect amongst people. Sometimes follow-up meetings are held where experiences are summarized, etc. In Arendal a variant “People meet people” (Folk møter folk) has been developed in collaboration between the public library, Arendal Adult Education Centre, With a Heart For Arendal and other actors. In this model, larger groups meet up for one-to-one conversations, often gathered around a long table, and share their impression of the conversation with the rest of the group afterwards. In many cases, local politicians, administrative leaders and other municipal staff have been included in these meetings.

**EXPERIENCES:** Challenges include making agreements between host organizations / festivals / libraries and organizers on practical matters. It is not certain that the “books” understand the purpose of the concept, or have other alternative agendas. It is important to arrange the Human Library in a protected and secure environment and avoid being abused for political propaganda or egocentric public relations. The “People meet people” method is suitable for bringing different groups of people together, and in some cases the meetings contribute to networking. The method can be an alternative to the mayor’s bench that gives others in the municipal system the opportunity to engage in dialogue with people in the local population.

## REFERENCES:

Nordisk Ministerråd (2005). Menneskebiblioteket. En håndbok for arrangører.

Guribye, E. (2017). Folk møter folk. Sosial nettverksbygging i introduksjonsprogrammet for flyktninger. FoU Rapport 1/2017. Agderforskning.

## Folk møter Folk Arendal



Foto: Eugene Guribye

Les mer på [folkmøterfolk.no](http://folkmøterfolk.no)



# Open Space/BarCamp/CityCamp

**WHERE:** Internationally



**HOW:** Open Space is a collective term for methods where participants have a more democratic influence over the event. The principle is that the program should be open and develop organically during the process, based on the participants' involvement and interests. The unique thing about the method is that participants are strongly encouraged to engage. More specifically, for example, the method may consist of the following steps: 1) Gather people with common interests and needs for solutions or innovation within a given overall theme. 2) Present a blank schedule. 3) Let people enter desired themes / posts / issues. 4) Let people subscribe to the topics they are most interested in. 5) Pick out the themes that matter most, depending on the number of rooms available. 6) Divide into groups and let each group discuss as they wish. Each event often has a set number of attendees, but discussions are often made available online in real time.

BarCamp is a variant of Open Space that originates from informal gatherings between data and gaming interested individuals, in the form of intensive events with discussions, demos and interaction between participants. But BarCamp has also been arranged in other environments to discuss everything from health to education and global development. BarCamp is referred to as an ad-hoc unconference based on people's need to learn and share in an open and enjoyable environment, and often - but not necessarily - characterized as being a party, with games, food, accommodation, etc., hence the name. The process is run according to Open Space principles by the participants themselves and not by the organizers as in ordinary conferences. Unlike in regular conferences, all participants should be involved and give presentations, often in the form of dialogues or online posts. There are no spectators. At regular conferences, it is said that the most productive moments take place in corridors. At BarCamp it is said that everything is a corridor.

CityCamp is a larger variant of BarCamp in the form of an unconference where residents, civil society leaders, elected officials, municipal staff, journalists and relevant private actors can gather. The first CityCamp was held in Chicago in 2010 and has since been an open source brand within Creative Commons to ensure that the event adheres to a methodology that can be copied and easily used by anyone. As in other Open Space approaches, active engagement is promoted during the event by participants creating content and agenda and playing active roles in discussions.

**EXPERIENCES:** Open Space takes participants' knowledge and commitment seriously, and also helps to create greater engagement. But good information work on the methodology is required. BarCamps is more resource-intensive to organize, but has been increasingly used in the private and public sectors. The event is free, but usually has its own t-shirts, food and drinks (which in events outside the private and public sector are sponsored by third parties). Suitable multi-room facilities are required (more informal BarCamps have used everything from offices to garages, barns, or outdoors if weather permits). There may be a need for transport, toilets, wi-fi, online knowledge sharing tools. The method may engage parts of the local population that are not traditionally involved in collaborative processes.



**PLANNING**



**AND**



**WORKSHOPS**

## Public Meetings/Folkemøter

**WHERE:** In most municipalities in Norway

**HOW:** The use of public meetings and open information meetings is more often done in connection with overall planning, less in regulation planning matters. There are often overarching themes that are brought up for discussion.

**EXPERIENCES:** Using exclusively open meetings is considered unfortunate as they can be considered alienating to most people - not least because the form of the meeting requires speaking in front of a large crowd. The overarching topics raised for discussion are often so vague that topics are only capable of engaging those who are already interested - and thus, in practice, such meetings exclude many from participating. Surveys also show that only 13 percent of local politicians feel bound by inputs from the general public. The meeting form is most suitable for informing, less for involving. It is considered most beneficial to have many different participation measures, with some open to all, others aimed at specific audiences.

### REFERENCES:

Klausen, J.E. et al. (2013). Medvirkning med virkning? Innbyggermedvirkning i den kommunale beslutningsprosessen. Samarbeidsrapport NIBR/ Uni Rokkansenteret 2013. Oslo: Norsk institutt for by- og regionforskning.



## Planning Tour/Planturné

**WHERE:** Nordland County Council (Norway)

**HOW:** The county council embarked on a “climate tour” in an electric car around Nordland to seek out and come into contact with the county’s inhabitants. Social media and blogs were used to raise awareness around climate issues, and used party tents, rubber boots, humour and t-shirts to get a “revival effect”. Along the way, reader posts were written in local newspapers, and travel updates, photos and invitations to attend upcoming events, were posted. A simplified version of the climate plan was distributed at the events, and residents were invited to provide input by filling out “postcards” that they could submit.

**EXPERIENCES:** The process was more time-consuming than expected, and it was demanding to handle input afterwards. The participation concept was nevertheless a useful tool for involving many participants. The tour gave a lot of attention to the plan, and there was more input than in previous participation processes. The county council representatives met people in several municipalities and contributed to positive feedback that the county was outreaching and present.



## Home Gathering /Gjestebud

**WHERE:** Svelvik (Norway)

**HOW:** In Svelvik municipality, a methodology was developed to reach residents who do not attend public meetings, etc. A dozen or so residents representing different parts of the local community were asked to be a host and invite friends and acquaintances as guests to discuss a theme in the municipal plan. Everyone accepted the invitation. There were 22 gatherings with 140 participants from 18-86 years old. The input was submitted to the municipality and was part of the planning process.

**EXPERIENCES:** The model is a small but work intensive participation approach for the municipalities, as the hosts take great responsibility. The methodology is suitable for reaching people who do not attend public meetings, etc., but in Svelvik the experience was that the participants subsequently became so engaged that they also appeared at broader events in the following municipal planning process.

### REFERENCES:

KS (2013). Hvordan involverere innbyggerne? Idehefte om medvirkningstiltak i kommuner og fylkeskommuner.

Klausen, J.E. et al. (2013). Medvirkning med virkning? Innbyggermedvirkning i den kommunale beslutningsprosessen. Samarbeidsrapport NIBR/ Uni Rokkansenteret 2013. Oslo: Norsk institutt for by- og regionforskning.



## Validity test in the landscape analysis

**WHERE:** Lyngen (Norway)

**HOW:** As a basis for the revision of the area plan of the municipal plan, Lyngen municipality performed a landscape analysis using a validity test. The aim was to match the acquired knowledge of the landscape with the inhabitants' perception of the landscape. An electronic survey was prepared on the municipality's website / Facebook pages, with the opportunity for comments. Meetings can also be used for answers.

**EXPERIENCES:** Use of landscape analysis with validity test is thorough and resource demanding. To ensure participation from active groups and the general population, simplicity and target group customization are important (language form, question design and user functionality). The validity test should help to obtain more comprehensive information on the landscape character of an area so that it more closely matches the inhabitants' experiences of the landscape. This gives increased legitimacy to assessments in the planning process.

### REFERENCES:

Direktoratet for naturforvaltning (2011). Veileder Metode for landskapsanalyse i kommuneplan.



# Walks /Tråkk

SUITABLE FOR:

**WHERE:** Drammen, Flesberg (Peoples Walks, DOGA/ Folketråkk); Eidskog, Sarpsborg, Sagene (Senior Walks / Senior Tråkk) (Norway)

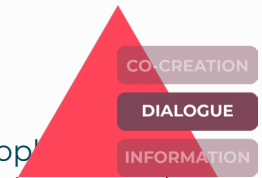
**HOW:** The Walks-methodology has various forms such as children's walks, people's walks and senior walks that will give the municipality knowledge about how different groups of the population experience, assess and use the local environment. The methodology is often about an organized walking tour coordinated with a digital map-app that is downloaded on a smartphone or tablet. Participants will register places, name them, rate them, enter notes and take pictures / video. The researcher / municipality can monitor the information on an ongoing basis. The status of this is that DOGA is the initiator of a new digital peoples walks-platform with many methods of participation.

**EXPERIENCES:** The method makes data processing, analysis and presentation efficient and visually easy to understand. The methodology makes it easy to map places that are valued, or that need renovation or protection, or other solutions. Children's walks can give children and adolescents a greater understanding of their physical surroundings and help strengthen their sense of responsibility and awareness of local challenges.

## REFERENCES:

NIBR/AFI (2017). Lytt til seniorenene! Utprøving av medvirkningsmodell for aldersvennlige lokalsamfunn. Rapport, NIBR/AFI.

[www.barnetrakk.no](http://www.barnetrakk.no)



# World Café / Café Dialogue / Verdenskafé/Kafédialog

SUITABLE FOR:

**WHERE:** Internationally

**HOW:** A world cafe or cafe dialogue is a tool that facilitates structured group conversations and is based on five components. The first is the phrase: to create the impression of a real cafe (or to hold the event at an actual cafe). The starting point is that people enjoy themselves and are more motivated in pleasant and safe surroundings. A cafe is also a neutral ground that is often an arena for popular discussions in many communities. The next is to provide sufficient information about the purpose and context of the dialogue, often in the form of professional plenary presentations. Participants are seated in small groups as in traditional working groups, but then switch tables a number of times, creating new group dynamics, ideas and insights - which is the core of the methodology. A set of issues is defined in advance and should give the dialogue direction while motivating the participants. Finally, the knowledge from each table is shared in a plenary session.



**EXPERIENCES:** The method is suitable for large diverse groups and can lead to increased knowledge of a problem where the participants have different backgrounds and different conditions for the dialogue. At the same time, the method can increase engagement around the issue both during and after the cafe dialogue. Good preparation is required with regard to creating the right setting, facilitation in the form of information work prior to the dialogue, and facilitation during the dialogues. For example, one often does not have a good enough understanding of the importance of creating the right setting that will create motivation and well-being of the participants. In NORCE one has also experienced that using a real cafe as a meeting / seminar site can also create engagement with parts of the locals who do not necessarily attend public meetings etc.

## REFERENCES:

Brown, J. & Isaacs, D. (2005). The world cafe. Shaping our futures through conversations that matter. San Francisco: Berrett-Koehler Publishers.

Elvekrok, I. & Smith, K. H. (2013). Kafédialog som pedagogisk verktøy. Uniped 2(36): 25-37.

# Future Scenario Workshop/ Fremtidsverksted

SUITABLE FOR:



**WHERE:** Hedmark County Council (Norway)

**HOW:** Future Scenario Workshop is a popular method in many countries for running a forward-looking, action-oriented and participatory process. The method is used both in companies and in the public sector. The future scenario workshop entails broad, participatory work meetings or workshops that are conducted as a process where different skills are brought in to discuss future development. Various techniques are used to discuss the challenges around the opportunities one is facing, including GPS, word-clouds and maps. The aim is to involve affected and relevant actors from both business and civil society, municipal employees and politicians. This planning work often has a longer time horizon where you look 10-20 years ahead, or even longer. The future scenario workshop will uncover knowledge around the current situation, developments that affect the area's future, and create future images of possible, probable or desirable futures.

**EXPERIENCES:** While public meetings can be a more pre-defined and closed process, the Future Scenario Workshop is more open and allows room for all kinds of input and facilitates plan-level collaboration.

## REFERENCES:

KS (2013). HVORDAN INVOLVERE INNBYGGERNE? Idehefte om medvirkningstiltak i kommuner og fylkeskommuner.

Østlandsforskning (2016). Kommunereformen – angår den meg? Notat.

# Charette /Plansmie

SUITABLE FOR:



**WHERE:** Stange (Norway)

**HOW:** A charette is a way of designing a plan through a week-long process of broad participation. Professionals, builders, various public sectors, voluntary organizations, residents, trade stands and businesses can participate. A charette is more extensive than general meetings and often consists of a couple of large general meetings as well as a workshop over several days where everyone who wishes can come be a part of this and give their input. The recordings are drawn up on a floor plan. The work must be done under expert management, but no binding decisions will be made during the workshops, the plans will be discussed in a political arena at a later time.

**EXPERIENCES:** The upside is that the citizens gain a better understanding of the municipality's planning process, policy and distribution of resources, while at the same time giving residents more ownership of the local community. A charette is resource demanding. External facilitators and formal procurement and engagement processes are needed. Initial meetings must also be organized to create interest and ensure broad democratic participation. In retrospect, it may be difficult to find enough resources to follow up on all the input. It is important to follow up the charette in practice to ensure trust.

## REFERENCES:

Norconsult (2013). Plansmie på Tangen. Sluttrapport.

## Dream Box/ Drømmeboks

**WHERE:** Silkeborg (Denmark), Sarpsborg (Norway)

**HOW:** The Dream Box became a citizen dialogue tool in the form of a mobile video booth that can be moved from place to place to allow residents or specific groups in the population the opportunity to provide their input for urban development. The idea was developed in Silkeborg, Denmark, where the Dream Box, among other things, has gathered input from local residents about the design of the town square and library. In Sarpsborg, the Dream Box has been used in connection with the municipality's innovation program and a new city-center plan.

**EXPERIENCES:** The method gives residents who are not usually heavily involved in planning work an opportunity to participate. Among other things, many young people have taken advantage of the Dream Box. It is resource intensive to review and systematize all the input. To what extent do municipalities take their input seriously in the planning work? In principle, the principles of the method can also be implemented in a less resource-intensive way by using hashtags in social media.



## LOOP Co-Creation Game/ Loop Samskapingsspill

**WHERE:** Vesterbro, Hillerød (Denmark), Arendal (Norway)

**HOW:** The Volunteer Council in Denmark, in collaboration with Game Tools, have developed a game for 3-8 people based on 6 principles of collaboration, which will make it easier to facilitate a collaborative process when developing specific projects, ideas and initiatives. There is both a physical version of the game and a downloadable version that can be printed. The game is divided into three predefined "paths" that take about one hour each to play: Project organization; Idea development; Process and roles.

**EXPERIENCES:** The game can be used in collaboration between municipalities and voluntary organizations, or internally in voluntary organizations, during workshops, etc. The game requires a facilitator who knows the game, prepares it and leads the process. Arendal Municipality and With a Heart For Arendal participated in a well-executed training workshop for the game during "Welfare Innovation Day" in Denmark in 2015. In retrospect, the game has been used several times in Arendal, primarily during the trust-building phase of the collaboration between the municipality and the network. Experience shows that the game is a useful tool for giving everyone in a meeting the opportunity to speak within a time limit. The game can be used in both development of projects and in other overall plans and discussions.





**DIGITAL**

**TOOLS**





# E-democracy

**WHERE:** Oslo; Steinkjer; most municipalities. (Norway)

**HOW:** E-democracy is a collective term for various Internet-based measures to strengthen people's participation in democratic communication. There are many variants. In Steinkjer, it is arranged for residents to report technical issues (e.g. water, sewerage, road, renovation, park, sports) via the municipality's website ("Gata mi"/"My Street"). The portal also provides an overview of case management. In the municipality of Oslo, residents can report errors and omissions in the cityscape (holes in the road, sidewalks that need improvement) via the municipality's website. In other municipalities, residents also have the opportunity to submit input and assessments, often through social media. Digital planning tools (see separate point) give residents, developers, authorities, politicians and municipal employees easy access to case documents and zoning plans.

**EXPERIENCES:** Facebook is most widely used and provides opportunities to reach groups that do not connect through other channels or attend meetings, etc. Local politicians may find that discussions difficult to moderate. Therefore, there is a need to set aside plenty of time to facilitate a follow-up dialogue. It is a prerequisite to share information that motivates the citizens to engage in discussions. Local politicians should have a clear strategy on what issues they want to address, who they want to provide input to, and when in the process they want to involve citizens. Studies show that young people want to get involved and be heard. Facilitation of young people's involvement must therefore take place in arenas where young people participate. Østlandsforskning researchers suggests that politicians must use social media and blogs to a larger extent.

## REFERENCES:

KS (2013). HVORDAN INVOLVERE INNBYGGERNE? Idehefte om medvirkningstiltak i kommuner og fylkeskommuner.

Gambit Hill+Knowlton Strategies (2017) Politisk lederskap og dialog gjennom sosiale medier. Rapport for KS.

Østlandsforskning (2016).Kommunereformen – angår den meg? Notat.

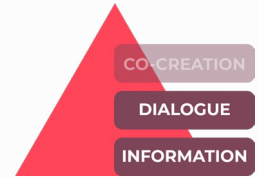


# Digital planning tool

SUITABLE FOR:

**WHERE:** Fitjar (Norway)

**HOW:** Digital planning tools are tools for giving both planners and residents an overview of input, themes, analyses and other plan-relevant information. In Fitjar municipality, digital planning processes that are available for PC, smartphone or tablet were used to provide insight and establish dialogue on issues in relevant planning questions. The methodology makes it easy to connect citizens, politicians and regional consultation bodies in planning proposals, while also facilitating communication. Residents were able to download a map application where they could place themselves on the terrain and study current planning proposals, get an overview of proposals for changes in the area plan map, with access to relevant plans and thematic data. City Planner is another tool that offers 3D visualization combined with digital tools for citizen dialogue.



**EXPERIENCES:** Use of the map application gave the individual citizen greater understanding and insight into the consequences of the plan for various sectoral interests. It also provided a better insight into the need for prioritization between purpose and overall assessment related to the scope of the presentation of the plan. At the same time, the methodology provided greater understanding and acceptance by the stakeholders for municipal recommendations, and made it easier for regional planning authorities to decide on the planning proposal.

## REFERENCES:

Kommunal- og moderniseringsdepartementet (2014). Veilder. Medvirkning i planlegging. Hvordan legge til rette for økt deltakelse og innflytelse i kommunal og regional planlegging etter plan- og bygningsloven.

# Audience Response Systems (ARS)

SUITABLE FOR:

**WHERE:** Internationally

**HOW:** IT technology is used in discussions / workshops and the like to gather participant feedback, often through mobile phones. Examples are Menti and Kahoot. The facilitator designs questions in advance on e.g. [www.mentimeter.com](http://www.mentimeter.com). Participants receive a code and log in to e.g. [www.menti.com](http://www.menti.com) to participate. Participants will see response distributions immediately.



**EXPERIENCES:** The tool is best suited for larger groups (50+). Facilitation and competence in using e.g. Menti or Kahoot must be in place.

## REFERENCES:

<https://www.mentimeter.com/>  
<https://kahoot.com/>

# 21st Century Town Meeting

**WHERE:** USA

**HOW:** 21st Century Town Meetings are a type of public meeting where residents can discuss issues using modern communication technology such as Audience Response Systems (see separate heading). Participants are ordinary innovators who do not necessarily have specific expertise on the issue being discussed. In these meetings attempts are made to avoid professional lobbyists or specific stakeholders. At the start of the meeting, tablets or similar are used to measure the demographics of the participants, and to assess the representativeness of the general population. Participants are placed on a round table with 10-12 people on each table, where discussion will take place. Each of the groups are moderated by an external facilitator with expertise on the process, and a referent keeps track of the discussion via a laptop. Each record is linked via IT technology to make larger conversations between thousands of people possible. The contents of the various tables are available for the other tables in real time. Each participant also has a tablet or uses their own smartphone to participate in ongoing polls. At the end of the meeting, the facilitators will write a report containing results and recommendations that will be distributed to participants, decision makers and the media.

In Arendal, a similar event was held under the name of the Digital public meeting/ Det Digitale Folkemøtet, where participants were encouraged to participate in discussions about the municipal societal plan via Facebook and email, and during the meeting people could gain insight into input that had been entered earlier in the process, but not in real time, using technological solutions. Developed by Backscatter in Denmark, the digital platform provides new opportunities to analyse and visualize qualitative relationships in the input received. Democratization and making data available is a fundamental principle in methodology.

**EXPERIENCES:** Free meals, child care, transportation and translation have been offered to break barriers for participation. Need for experienced facilitators. Resource-intensive process.

## REFERENCES:

[www.digitalfolkemøte.no](http://www.digitalfolkemøte.no)

Lukensmeyer, C. (2005). "A Town Meeting for the Twenty-First Century" I: The Deliberative Democracy Handbook: Strategies for Effective Civic Engagement in the Twenty-First Century. John Gastil (Ed.), Peter Levine (Ed.).



# Your Priorities

SUITABLE FOR:

**WHERE:** Internationally

**HOW:** Your Priorities is a social networking platform developed by the Icelandic Citizen Foundation in 2008 to facilitate citizen participation, dialogue and influence. The app is based on Open source e-Democracy software available on smartphones, tablets and computers and is free and easy to use. Municipalities, voluntary organizations and public institutions like the Consumer Council, Norway (Forbrukerrådet, Norge) has used the platform. The Consumer Council's "My Ideas" (Mine ideer) website, for example, gives users the opportunity to provide input and comments on the Consumer Council's work and priorities, and is used to both provide a good basis for the Council's assessments, start debates and develop services and activities. Users can post their ideas under different themes, and other users can vote ideas up or down, and post comments on why the idea is good or bad.



**EXPERIENCES:** The app has been used by municipalities in many countries to increase citizen involvement and dialogue. It may make sense to test a pilot with different themes initially to provide a basis for user interface changes, adjusting the way themes are presented, and how to ensure user participation.

**REFERENCES:**

<https://www.yrpri.org/>

# My Cause website / Minsak.no

SUITABLE FOR:

**WHERE:** Steinkjer and other municipalities (Norway).

**HOW:** The Ministry of Local Government and Modernization has created a separate online portal for citizen initiative where one can easily register a cause and disseminate information through social media, e-mail etc. Some municipalities refer to the site from their own websites and have their own pages on minsak.no. The law gives residents the opportunity to demand that an individual cause should be put on the agenda of the municipal council or county council if at least two percent of the citizens sign the initiative - possibly 300/500 people in the municipality or county respectively. The proposals must fall under the responsibility of the local authorities and must not have the same content as a previous proposal during the election period, or as a matter that has already been dealt with during the election period. Minsak.no is used by organizations, welfare associations, sports teams, individuals or spontaneously organized action groups. The themes are often tangible: protection of buildings or areas, transport matters, parks, municipal services, etc.



**EXPERIENCES:** The scheme facilitates the involvement of new groups among others, and surveys show that there are many young residents among the signatories. Residents are given an opportunity to set agenda and initiate local development work. But if things are not followed up, there is a danger of mistrust and apathy.

**REFERENCES:**

[www.minsak.no](http://www.minsak.no)

KS (2013). HVORDAN INVOLVERE INNBYGGERNE? Idehefte om medvirkningstiltak i kommuner og fylkeskommuner.



**KNOWLEDGE**

**PRODUCTION**

# Citizen Panel/ Innbyggerpanel

SUITABLE FOR:

**WHERE:** Odense (Denmark)

**HOW:** As part of the municipality's strategy for increased citizen participation that was adopted in 2007, a digital citizen panel, "Our Odense", was created, which will give residents influence on the future of Odense by means of surveys. At the same time, the data gives the municipality the opportunity to evaluate its goal of creating meaningful communities and local involvement. All residents of Odense Municipality over the age of 18 can participate in the panel. Interested parties sign up via a website and provide information such as email, postal code, gender and year of birth. On this basis, participants are selected for surveys and responses are analysed. Participants receive 3-4 online surveys each year via email. Each survey takes about 10 minutes, and they automatically participate in a draw for a gift basket or something similar. You can answer via PC, tablet or smartphone. An external data company ensures anonymity and analyses the responses. Participants will receive summaries of the results by email. The results are also available to everyone on the municipality's website.



**EXPERIENCES:** The interest in participation in the Citizens Panel has been growing since its inception. In 2017, 2688 residents had joined the Citizens Panel, and the response rate was between 41 and 47 percent. The Citizens' Panel should be a supplement to the public meetings and hearings in the municipality and should not be a referendum.

# Caravan/ Campingvogn

SUITABLE FOR:

**WHERE:** Romsås (Norway)

**HOW:** While working on local site analysis in the Romsås project, the consultants Gate Design placed a mobile caravan in various places in the surrounding area where a total of 700 residents came by and spoke about what they experienced as qualities and challenges in Romsås. Residents were given fresh waffles and coffee and answered questions about their local area. In Groruddalen, a permanently stationed caravan was also placed as a local office during the period.



**EXPERIENCES:** Initially, the GATE Design consultants were strangers and experienced restraint from the locals. An interview in the local newspaper helped people gain more knowledge about the project, and towards the end of the 3-month project, the locals were welcoming and happy to chat. The caravan helped reach out to people in all age groups. This type of outreach contact with the locals can help build trust and form a basis for collaborative processes for the future.

## REFERENCES:

Oslo kommune (2016). Håndbok 2 fra Groruddalssatsingen 2007-2016. Alle på banen! Innbyggerinvolvering, tverrfaglig samarbeid og offentlig-privat samspill i områderettet arbeid. Rapport, Byrådsavdeling for byutvikling, Oslo kommune

GATE design AS (2008). Fysisk og sosiokulturell stedsanalyse for Romsås. Rapport.

## Photo Voice/Fotostemme

**WHERE:** Internationally

**HOW:** Photo Voice is a method used as a tool for participation in, among other things, service and planning development in which one wants to involve participants in identifying and mapping needs, living conditions and opportunities. With the help of documentary photography, participants are given the opportunity to express their needs and concerns visually. The photographs often form the basis for a critical dialogue with participants, and are often used in work with children and young people.

**EXPERIENCES:** Participants feel that the methodology is interesting to work with, and that it gives them the opportunity to participate and be heard. However, the municipality's framework conditions for participation affect the participants' opportunities to achieve real participation.

### REFERENCES:

Wang, C. & Burris, M. A. (1997). Photovoice: Concept, Methodology, and Use for Participatory Needs Assessment. *Health Education & Behavior*, 24(3), 369-387.

Grastveit, H. V. (2018). Barns medvirkning ved bruk av metodetypologien «fotostemme» – slik det fortøner seg fra barns perspektiv. Masteroppgave i Helsefremmende arbeid og helsepsykologi ved Hemil-senteret, Psykologisk fakultet, Universitetet i Bergen.



## Splot

**WHERE:** Oslo, Arendal (Norway)

**HOW:** The method was developed by the Institute of Arbeidsforskningsinstituttet/ the Occupational Research institute, in the project Alternative urban spaces ( Alternative Byrom), and aims to get children and young people to speak by letting them tell stories about abstract, concrete, large and small places. The participants draw a heart on a sheet and are instructed to write names of places or draw places around the heart, that they consider to be important for their happiness. This provides a starting point for sharing and reflecting on stories or more general stories about what makes one enjoy a place. In Arendal it was used by the unit of culture in connection with a new building for the Cultural Center, Kilden, and and the cultural school of Arendal.

**EXPERIENCES:** When identifying patterns in groups of children or adolescents “splotters”, this can be followed up methodically and analytically in planning and project work. This can give politicians and urban developers a tool for deciding on good “youth housing”. Exhibitions of “splotters” have also been made to convey the voices of young people. A permanent digital exhibition Mysplot.com has also been created from various projects.

### REFERENCES:

<http://www.mysplot.com/>

Brattbakk, I., Hagen, A. L., Rosten M. R., Sæter, O., Osuldsen, J., Andersen, B., Thorstensen, E. & Bratseth, K. (2015). Hva nå, Tøyen? Sosiokulturell stedsanalyse av Tøyen i Bydel Gamle Oslo. Rapport 8/2015. Arbeidsforskningsinstituttet, Oslo.



# Community Based Monitoring

SUITABLE FOR:

**WHERE:** USA, Sarpsborg (Norway)

**HOW:** Community based monitoring is managed ideally by local residents and involves both overview and reporting of service quality and efficiency and environmental areas. The method is often used in attempts to promote knowledge about the needs of local residents and contains five steps: assessment, monitoring, evaluation, analysis and reporting. Various tools are used, including community score cards, surveys, semi-structured interviews, participatory art, SWOL analyzes, etc. In Sarpsborg municipality, a website has been developed where users of municipal services can post ratings and comments inspired by the model from the website Tripadvisor.



**EXPERIENCES:** Service providers may be better able to establish a match between services and local needs. At the same time, the method gives locals more control over what kind of services are offered. This approach is considered to be an effective low-cost capacity-building method in local communities.

# Mass Observation

SUITABLE FOR:

**WHERE:** England

**HOW:** Mass observation was originally developed in the 1930s in England. The aim was to gather information about everyday life in England through a panel of 500 untrained voluntary observers who either kept diaries or answered qualitative surveys. In 1939, sections of the population were invited to record and submit daily stories of their lives. No specific instructions were given, and the diaries vary in content and length. In the 1980s the methodology was revived. In 2006, one of the world's largest blogs was created: One Day in History, where residents of England were encouraged to write diaries of 100-650 words about what they did on October 17, and upload the information to a website. 46,000 responses were received.

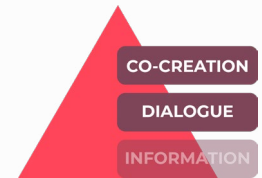


**EXPERIENCES:** The method was criticized for invading private life and encouraging surveillance and espionage. But the methodology provided a unique scope of data that contributed to a greater understanding of everyday life as seen by the inhabitants. The methodology has the potential to be used in other contexts, including planning work. It is then important that the citizens get an understanding that the information is actually used in the municipality's work.



# Design Thinking

SUITABLE FOR:



**WHERE:** Internationally

**HOW:** The Design Thinking methodology ensures that an initiative from above meets with a bottom-up process to ensure value creation for those who will be using the new solution, product or service.

The first phase is about creating a common understanding.

The second phase is about defining the most important insights about the user's needs or challenges. The third phase is about brainstorming to find ways to solve the challenges. Many ideas are developed in this phase, quantity ahead of quality. The fourth phase is about choosing prototypes among all the ideas. Which can work best? One or more ideas / solutions can be chosen. One draws, builds or visualizes the idea / concept. The fifth phase is about testing out the solution proposal to see if it actually solves the challenge / need that was the starting point for value creation. Here the user / customer is central. Does the solution work as intended? What does not work and why not? Is there a need for more knowledge? The sixth phase is about implementing the solution, completing it. Early user involvement benefits the implementation because they have been involved in the process themselves. The seventh phase consists of evaluating the new service. The eighth phase is about improving the service based on the evaluation. Creativity, visualization and prototyping are key ingredients in the process.

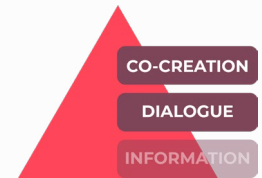
**EXPERIENCES:** Resource-intensive, need for experienced external facilitator. Evaluations show that service design is seen as inspiring, creates collaboration and helps create real user participation.

## REFERENCES:

Ness, O. N., Edwards, V., Ibabao, E., & Karlsson, B. K. (2017). Reell brukermedvirkning eller bare ord? – En forskningsbasert evaluering av bruk av tjenstedesign i brukermedvirkning ved Klinikk psykisk helse og avhengighet ved Oslo universitetssykehus.

# Asset Based Community Development (ABCD)

SUITABLE FOR:



**WHERE:** USA

**HOW:** ABCD is a methodology for getting out of negative spirals where the local community relies on external help and expertise. The method consists of: 1) Collecting stories (about previous involvement and resources). 2) Organize a core group of management figures who are encouraged to engage and network. 3) Complete resource mapping in the local community by the local community. 4) Organize groups based on themes and resources. 5) Mobilize resources. 6) Connect external resources / expertise when needed. The method can also be implemented during individual meetings using 1) Introduction to the methodology and the purpose. 2) Participant presentation where you talk about where you live, where you are volunteering / active. 3) Introduces the case for which resources should be available. 4) Joint survey of who can be involved, whether participants or other acquaintances. 5) Wrapping up section, discussion of how the various resources identified can be involved in the project. The exercise can also be combined with a “walk” (see separate point) in the local area: What is in the area? Where do people meet? Who lives, works and travels there?

**EXPERIENCES:** The method makes it possible to identify key actors and “front runners”, build trust and get resources “in play” in the local community. It can be difficult to avoid reliance on external facilitation. The method requires focus on trust building in order for it to succeed. The method is often integrated into area transformation initiatives (see separate point).

## **REFERENCES:**

McKnight, J. & Kretzmann, J. (1993), Building Communities from the Inside Out.  
Ældre Sagen (2015). Frivillige skaber livskvalitet. Inspiration til samarbejdet mellem den frivillige verden og det offentlige, s. 54.



# MOBILIZATION

# Urban Regeneration/ Områdeløft

**WHERE:** Internationally, nationally (Norway)

**HOW:** Area transformation, area efforts, development of quarters/ kvarterløft (Danish), or urban regeneration, have for decades been a means of improving living conditions in vulnerable areas.

Where previously the focus was primarily on physical area transformation, there is now also a greater focus on social measures. A comprehensive area development effort requires close cooperation between different sectors, and with residents, civil society and the private sector, in a more defined geographical area. The focus is on strengthening the citizens' participation and mobilizing local networks and resources, in parallel with physical and technical upgrades. In practice, the approach involves ABCD methodology (see separate section). This requires the establishment of arenas for dialogue and cooperation with the inhabitants from the local area. The initiatives require communicative planning and network management with great complexity. It is crucial that a large number of residents invest time and resources in the planning work in interaction with experts, local politicians, associations and business.

**EXPERIENCES:** Both Norwegian and international experience is that area initiatives have a positive effect on living conditions. The initiatives open up for experimentation and innovation in regards to new forms of work, and can trigger the engagement, enthusiasm and mobilization of own resources among the inhabitants of the area. A decisive prerequisite for the success of these measures is that the citizens are engaged and given influence in the investment. The efforts must be rooted in the interests of the inhabitants in the area, and many forms of participation must be facilitated. Good cooperation across sectors is also a prerequisite for success. There are certain democratic challenges in organizing area initiatives to secure participation and empower management. Engaging the weakest groups often proves to be a difficult challenge. In worst case, measures can lead to further stigmatization of weak groups. A socio-economic analysis company, Samfunnsøkonomisk Analyse AS, has developed a result- and effect measurement tool for the Housing Bank's program for area development.

## REFERENCES:

Hansen, K. E. & Sehested, K. (1999). Udviklingen i planlægningens karakter – fra mål og midler til organisering og demokrati. Rapport Statens Byggeforskningsinstitut.

Brofoss, H.K. & Barstad, A. (2006). Internasjonale erfaringer med områderettede tiltak i storbyer. SSB Notat 2006:56.

Integrerings- og mangfoldsdirektoratet (2014). Tverrsektorielt samarbeid i områdesatsing. Rapport, IMDi.

Jensen, E. H. & Munk, A. (2007). Kvarterløft – 10 Years of Urban Regeneration. Ministeriet for flyktninge, indvandrere og integration.

Eggen, F. W., Norberg-Schulz, M. & Røtnes, R. (2017). Resultat- og effektmålingsverktøy for områdeløft. Rapport 57-2017. Samfunnsøkonomisk analyse AS.



## The Dream Bank / Drømmebanken

**WHERE:** Arendal - Moltemyr, Ås, Ski (Norway)

**HOW:** The Dream Bank was developed by the private initiative “National agency for enthusiasm” Begeistringsetaten, and it is an online portal for local involvement, initiatives, actions and creativity. Municipalities are offered an online portal that can form the basis for physical meetings between the municipality and the local community. Users can enter a “dream” in the web portal, explaining needs, solutions and what kind of resources are needed (actors, financials, technical assistance). A local “enthusiasm council” is set up, which includes, among others, teachers, students, neighborhood associations, youth workers and others. They meet regularly, discuss incoming proposals, prioritize and approve dreams that have established sufficient resources to be realized - and is therefore registered into the “dream factory” of the digital platform. The “enthusiasm council” follows up the realization of the dreams together with the dream holder. The starting point is to inspire residents to become active participants in developing their own communities so that it becomes a good area to live in, and grow up in.

**EXPERIENCES:** The methodology facilitates collaboration in practice, brings actors together and empowers the local community. The projects at Moltemyr in Arendal have focused on initiatives such as the outdoor environment, street lights, football fields etc. There is a risk that the initiative may become too controlled by the municipality. The method is tied up in an external platform that must be purchased and appears to not be too much used without facilitation. The Dream Bank will be tested in the whole municipality of Arendal, as “Arendal Dream Bank”.

**REFERENCES:**

<http://www.drømmebank.no/>



## The Coastal Lottery/ Kystlotteriet

**SUITABLE FOR:**  
**Mobilisering**

**WHERE:** Municipalities across Norway

**HOW:** In order to engage the local community in contributing to beach cleaning, the Coastal Lottery has established a scheme where garbage bags are provided, equipped with lottery tickets that one fills out and hands in to the waste station along with the garbage bag. In doing so, they participate in the drawing of national and local adventure prizes in collaboration with the business community. This includes hotel nights, sailing lessons, stays in a spa, photo art and more.

**EXPERIENCES:** The scheme is part of a trend that seeks to motivate voluntary engagement through various forms of awards. Studies have shown that these kinds of incentive schemes can help promote voluntary engagement in new groups of the population, while having little effect on those who are already engaged. There are also complicated rules related to taxation of monetary rewards for voluntary work. For example, distributing festival passes as a reward is taxable in principle, but there has been considerable uncertainty surrounding the regulations.

**REFERENCES:**

<https://www.kystlotteriet.no/>



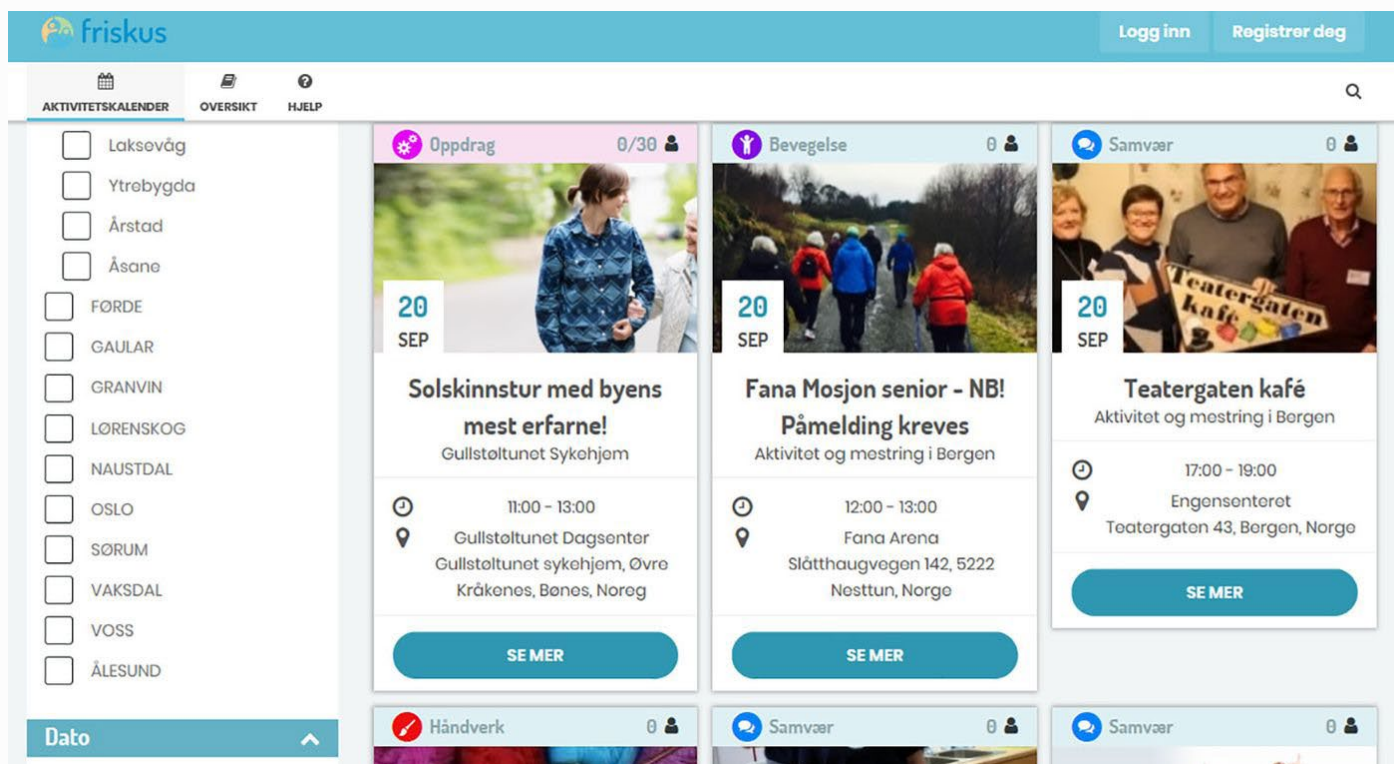
**WHERE:** Lørenskog, Arendal, many municipalities (Norway)

**HOW:** Friskus.com is a national and interactive collaboration platform of coordination tools that enables citizen involvement in new and innovative ways. The platform provides access to an activity calendar that provides a quick overview of various events and activities for local volunteers, and is available for both PCs and smartphones. Users can filter their interests and create their own profile where they can sign up for activities and voluntary assignments. At the same time, the platform serves as a working tool for coordination and effective planning, follow-up and recruitment. The municipality enters into an agreement with Friskus on the activity calendar, but local voluntary organizations can create activities in the system free of charge. At the same time, the municipality publishes its own activities in which volunteers are recruited, such as walking companion for the elderly, etc.

**EXPERIENCES:** Friskus.com is developed in collaboration with residents from 12 to 80 years. User experience shows that the platform provides an easily accessible overview of voluntary activities, and provides flexibility for both volunteers and recipient of help or services. The platform employs gamification elements inspired by games and social media, where you can build up certificates and awards, skills and themes that appear as icons and badges that follow users of the platform. An onboarding module is now being tested with elements of gamification elements, earning points for voluntary activities, etc. In order for the platform to be usable, it is dependent on voluntary organizations and municipalities using it actively and reaching out to users.

**REFERENCES:**

<https://www.friskus.com/>



# Time Credits/ Timekred

**WHERE:** England, Tøyen (Norway)

**HOW:** Inspired by Spice Time Credits in the UK, Tøyen has created “Timekred” as a type of social currency that should motivate volunteering where it is needed. Participants earn a certain number of credits for each hour of voluntary effort in the local community , among one of several participating partners. These earned credits can be used for activities and experiences with local partners who accept the use of the credits in the local business community, including theatre, concerts, training courses, etc. The initiative is a collaboration between “Områdeløft Tøyen/ Area Developmemnt Tøyen”, suburban area of old Oslo / bydel gamle Oslo and city area of Nordstrand / bydel Nordstrand, as part of the Oslo municipality’s program for social housing development and innovation (BoSin). KREM and “Nedenfra Ideelt AS” have assisted in the development. “TimeKred” is supported by the Welfare Office and the municipality of Oslo.

**EXPERIENCES:** The method is part of an ongoing trend towards voluntary community involvement, with Gamification elements. A study from England shows that the concept primarily helps to motivate groups that are not traditionally involved in voluntary activities and who have financial benefits from participating in the scheme. It is uncertain whether the scheme contributes to more motivation among the groups that are traditionally most active in voluntary engagement.

## REFERENCES:

<https://www.timekred.no/>

<https://timecredits.com/>

Burgess, G. and Durrant, D. (2016) Wisbech Time Credits – partner organisation case studies. Cambridge: Cambridge Centre for Housing and Planning Research.



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