

Unit 5: Co-implementation of solutions

Module 5.1 Introduction to co-implementation







Co-Implementing innovative measures

Successful innovation always involves packages of ...

- technical, This typically falls into the remit of the city.
- organisational

 This is the remit of the city, organisations, businesses etc.
- and social ———This is everyone's responsibility, including all kinds of civic actors elements that go hand-in-hand.

The key in co-implementation is to develop **effective packages** of these types of elements, playing to civic actors' **strengths** and the **time and resources** they can (and are willing) to bring to the table.

... hence the "Co-"





What is co-implementation?



After **co-identifying** problems and **co-selecting** corresponding solutions / measures, let us carry the co-creation spirit to the implementation stage!

Just like in every co-process, co-implementation seeks to involve both city representatives and civic actors in a collaborative and complementary (typically also non-commercial) way. Here: For the joint implementation of measures.

While the general types of measures have already been agreed in the previous phase, the beginning of the co-implementation phase involves some further detailed planning and design work. For example, if it was jointly decided to co-implement a pedestrian bus for students to walk to school, you'll now agree on the route, who will lead the group, whether you'll put up signs to lead the way, who could create the signs, and so on.







What is co-implementation?



As you can see, co-implementation can be applied to both "hard" and "soft" measures, although soft measures often lend themselves more easily to co-implementation. Many hard measures, such as heavy infrastructural works, can only be implemented by the responsible authority, and that's perfectly fine.

Although, as you can see in the SUNRISE Co-Implementation Guidelines (see the "Resources" section later on) there were cases where city administrations and citizens jointly constructed bicycle paths.

In any case, the co-implementation plan has to be realistic, including only those measures that lend themselves to an active contribution of civic actors.

Furthermore, all co-implementation activities should be **needs-driven** and **mutually beneficial** to the project and the local stakeholders who will contribute their resources.







Bear in mind that ...

Co-implementation should be pursued only if everyone involved is **convinced of its** advantages and not because it is fashionable.

Co-implementation (as any other "co-"process) requires a **balanced approach** where both the city (authorities / officials) and civic actors **continue** to **share power** and **responsibility** throughout the process.

In the next slide, we'll show you some of the problems that imbalanced power dynamics could lead to.

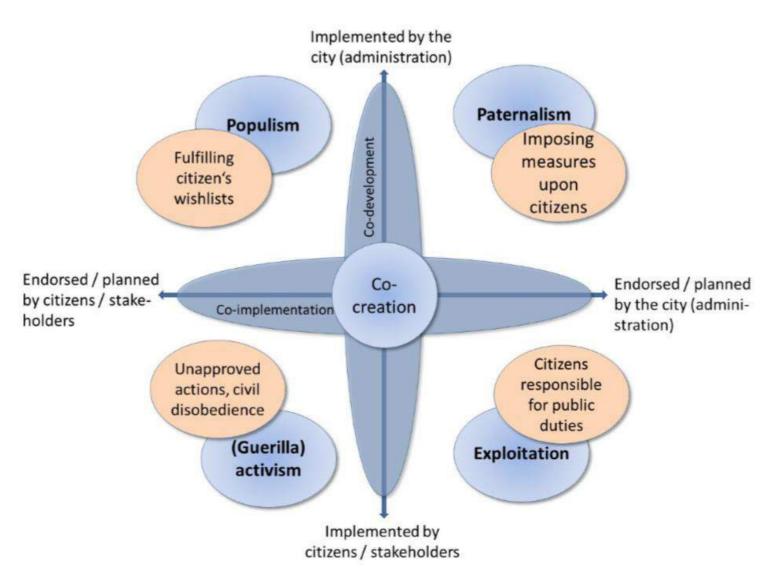


(Image Source: https://hipwallpaper.com/thumbs-up-backgrounds/)



The importance of balance

The quadrant graph below shows that not every codeveloped measure is automatically co-implementted - and vice versa.



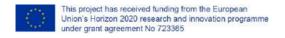


You saw this quadrant in Unit 2. It illustrates well particular risks associated with co-implementation:

When looking for ways to involve civic actors in the implementation of a measure, a big risk might be to expect citizens to do some work that clearly falls into the city's responsibility (e.g. citizens filling pot-holes). Do not exploit citizens! Conversely, if a city leaves citizens alone with the definition and planning of a measure it might result in uncoordinated (guerilla) activism.

Proper co-implementation avoids these pitfalls.







Unit 5: Co-implementation of solutions

Module 5.2 The co-implementation recipe

SUNRISE

Sustainable Urban Neighbourhoods Research and Implementation Support in Europe





 $(Source: \underline{https://www.eltis.org/resources/photos/european-mobility-week-2017-tivat}\)$



Who's involved?

Conventional implementation practices foresee no community involvement. On the contrary, the control over and burden of implementation rests exclusively with the public sector. All funding, labour, machinery, communication and explanation has to come from the city.

Co-implementation, however, seeks to actively involve the city (its administration and operational units) and civic actors (individual citizens, citizen groups, NGOs, charities, businesses etc.). Here are some possible types of civic actors:

- Residents
- Local artists
- Advocacy and charity groups
- Transport service providers
- Clubs and special interest groups
 Religious groups
- Trade schools & universities
- Kindergartens & schools
- Media

- Emergency services
- Parent groups
- Senior citizens
- Children and youths
- Libraries and museums
- Businesses
- Commuters

- Local celebrities
- Immigrants groups
- Employees
- Property owners
- Hotels, touristic service providers
- Homeless people and related support organisations





Changing composition of civic actors

New actors may emerge and have an active role during co-implementation; conversely, actors that were involved in the previous phases of co-creation may have a more passive role during co-implementation. It all depends on the skills, contacts, time and resources people are willing and able to contribute to the co-implementation of the measure(s).

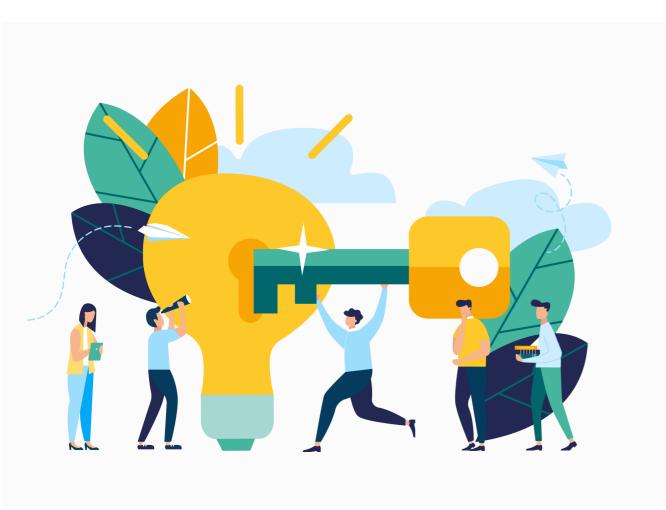
Therefore, it's important to always be on the lookout for new stakeholders to involve. Ask your Core Group members - maybe they know an organisation or individual who could contribute.







How to co-implement?



Solving mobility issues at the neighborhood level does not only include construction works, installation, software programming or project execution in a narrow technical sense, but it also encompasses a range of "flanking" activities.

The co-implementation approach opens up a whole range of opportunities for civic actors to make various contributions to such activities; for example various forms of communication, maintenance, marketing, promotion, endorsement, provision of training, reliable feedback, etc.





Possible civic contributions (I)

Some inspiration for contributions civic actors can make!



Acting as public champion: Take the lead to start an initiative, for example: opening a car sharing station in your community on a public parking spot provided by the city free of charge.

Organising / hosting of events: Be the host that shares your space for co-creation events or publicly accessible assets (e.g. allow a sign to be placed in your garden).

Maintenance: Be the caretaker of existing commodities, such as maintaining the landscape, cleaning up streets and refreshing the paints on benches, adopting a tree etc.

Light labour: Design enthusiasts / artists can create mural paintings, street furniture etc. to enhance the living environment and walking experiences in the neighborhood.





Possible civic contributions (II)



Access to communication channels / endorsement: Many civic groups have very effective communication vehicles (e.g. newsletters) that help in delivering messages. Endorsement by trustworthy groups or individuals (faith leaders, local celebrities) can boost civic engagement and credibility for the project.



Providing existing data / crowdsourced data: A rich database is undoubtedly one of the key success factors. Sharing data with the municipality can ease the implementation process.

Skills, training and mentoring: People can also contribute their knowledge, know-how as well as provide training (e.g. travel buddies, bicycle training).

Problem reporting / providing positive feedback: Simple efforts like reporting faulty commodities (broken lightbulbs, vandalism etc.) helps a lot in monitoring. But don't forget to articulate praise for things well done. In fact, a positive letter-to-the-editor in the local newspaper can be an important form of co-implementation.







Possible civic contributions (III)



Financial contributions: The kinds of support civic actors can provide even includes financial ones in the form of personal donations, sponsoring (in exchange of some publicity, display of advertisement etc.)

Commitment to upgrade: Civic actors can contribute by upgrading infrastructure or hardware, such as installing showers for employees that cycle to work, install bike racks on private properties, improve lighting on private streets etc.

Crowd-investment: Citizens can contribute to a public investment, infrastructure or service and expect some kind of legitimate return, be it monetary or in the form of rebates like free bus rides for a certain period. This option can be particularly interesting if banks refuse to invest or if they request unreasonably high interest rates.







Bringing it all together - creating a co-implementation plan



Now that you read about some abstract ideas about who could get involved in co-implementation and what types of contributions they could make in general, it's time to translate this to your specific local context.

For this, we recommend to reassemble the Core Group and to think together about which specific groups could make which specific contribution.



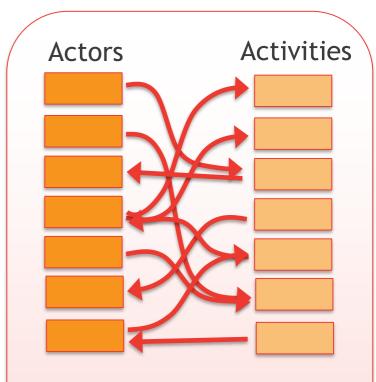


Moving from general recommendations to a locally specific co-implementation plan

- List the chosen measures in your neighbourhood
- Break down each measure into very small elements

For example: The measure "Re-paint Zebra crossing" would have elements like *Inform nearby residents* or *Buy paint* and Take photographs etc. all the way to Clean plates after launch party.

- Reflect whether certain elements lend themselves to civic contributions?
- Think about which civic actors in your neighbourhood could play a co-implementory role?



Think systematically about which activity can be done by which actors and vice versa.









Co-implementation activities in the SUNRISE Action Neighborhoods

- By the time this eCourse starts (Sept. 2019), most SUNRISE action neighbourhoods are just in the very early co-implementation phases.
- Therefore, there is not yet a whole lot that can be featured as hands-on coimplementation experience from SUNRISE.
- What we can present, however, are some early examples, some plans and some experience from outside of SUNRISE.



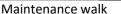




Spotlight on Malmö:

- During the opening event of a running track, local residents lead fitness workshops for other residents (in the pouring rain - but it was still fun).
- Residents and staff of the Parks Department together conducted "maintenance walks" to determine where bushes need to be cut, furniture, lights or pavement needs to be fixed etc.
- Real estate owners used their communication channels to endorse usage rules of a park to residents and workers; this was mostly to deter illegal shortcuts through the park.









Traffic measures





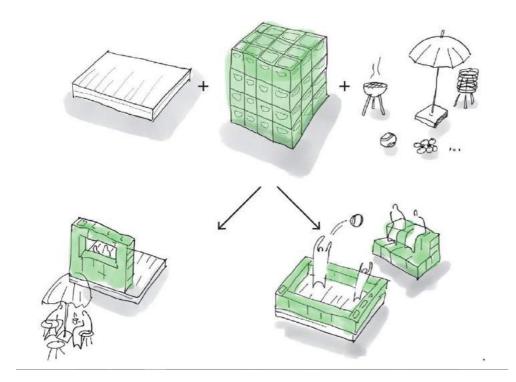


Spotlight on Malmö:

Upcoming Co-implementation events

The Malmö team will organise a workshop citizens under the motto: "From prototyping to a meeting place in a few hours".

Residents will build a model place for meetings for everyone in a park. The winning idea - determined through a vote - will be actually built.



It is important that public officials are clear about what they, as a can contribute and implement and what not. This is key to manage expectations and avoid frustration.

The SUNRISE team in Malmö will therefore soon hold an internal workshop to define the best ways in which bottom up initiatives and prototypes are handled.

This is also a good ingredient of professional co-implementation





Experience from elsewhere (I)

Example	Role of citizens	Role of municipality	Funding
In Uplengen (northern Germany), the municipality and citizens joined forces between 1998 and 2006 to build 7 kilometres of new bicycle lanes.	Residents, who are active in civil engineering and road construction contributed skills, knowledge, time and money.	The municipality staff provided the material and machinery of the construction yard	Municipal funds plus support from the European Regional Development Fund plus donations from citizen.
Citizen buses complement public transport services in underserved areas. They are typically driven by volunteers but are open to the public at a fare cost that is comparable to normal public transport.	Citizens, often retired people with plenty of time, drive buses on regular routes at regular times - almost like a normal bus	Municipalities / public transport operators provide buses, gasoline, insurance, maintenance and know how.	Municipalities co- fund citizen buses just like normal public transport services. Passengers pay a normal fare.

For further information see Rupprecht Consult (2019) Co-implementation Guidelines



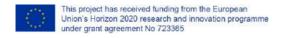


Experience from elsewhere (II)

Example	Role of citizens	Role of municipality	Funding
Tree adoption programmes are	Citizens pledge to	The municipality	Few monetary
relatively common in a number	take care of trees /	coordinates the	resources are
of towns and cities. The basic	flower beds in the	efforts of citizens and	required for such
idea is always the same type of	public realm near	communicates with	adoption
collaboration between citizens	their residence. Their	them. It also provides	programmes. They
and the municipality as	contribution consists	training, tools, seeds,	are typically covered
captured in the two columns to	primarily of time and	potentially also	by the normal
the right.	skills.	insurance cover.	municipal budget.
Residents and the police in the	567 community speed	The police trained	The local authority
UK town of Ash joined forces in	watch sessions and	the volunteers,	covered the related
a speed-watch initiative to	3,750 hours of	provided equipment	expenses.
tackle the pervasive problem	volunteer time. 3,970	and issued warning	
of inappropriately high vehicle	speeding vehicles	letters or fines to	
speeds.	were reported.	speeding drivers.	

For further information see Rupprecht Consult (2019) Co-implementation Guidelines







Experience from elsewhere (III)

Example	Role of citizens	Role of municipality	Funding
"Cycling Without Age" is a scheme	Citizen volunteers	The local authorities	Municipal
where volunteers drive older residents	donate their time.	provide the rickshaws.	funds.
around their city in rickshaws. The	NGOs coordinate		
scheme has been implemented by more	the efforts. Older		
than 60 Danish local authorities with a	people contribute		
total of 2500 volunteers. It is also	through story-		
branching out to over 20 other	telling.		
countries.			
Civic cleaning days are common in a	Youth groups,	Local waste removal	Typically
number of cities, for example in	school classes, all	company provides	combined
Nuremberg under the local dialect	kinds of	gloves, high-vis vests,	funding from
expression "Kehrd wärd". Citizens clean	associations	brooms, waste bags	waste removal
up parks, river banks and other public	contribute their	etc. and collects the	company and
spaces.	time and labour.	garbage for proper	municipality.
		disposal.	

For further information see Rupprecht Consult (2019) Co-implementation Guidelines







Possible risks (I)

Co-implementation is not a routine approach, it is not suitable for every situation and it can go wrong. It is therefore important to realistically assess risks, to avoid overly optimistic expectations and to prevent foreseeable problems. If done well, the benefits of co-implementation can outweigh the risks by far!



Lack of contributors: Recruiting is not always an easy task. It requires critical reflection about expected contributions, timeframe and benefits. Convey all this clearly to potential contributors.

Liability: The municipality has to address liability issues and ensure provision of insurance beforehand. This is to avoid burdening on civic contributors especially volunteers if anything goes wrong.





Possible risks (II)



Public administration clings to control: Coimplementation may be seen as encroachment into the traditional turf of the administration. Its role remains extremely high though: As facilitator and enabler!

Contributors are only motivated by self-interest: This is not necessarily a problem as long as the benefits of co-implemented measures reach beyond those who actively contribute and as long as no one is harmed.

Few citizens portray themselves as the "face" of an initiative: Sometimes, few vocal citizens try to shape things according to their personal tastes and attempt to carry the flag of the whole process. Some kind of co-implementation "committee" with broad legitimacy should claim the prerogative of public perception through slogans, logos, media contacts etc.





(Image Source: http://bonsai-2.webflow.io/products)



Possible risks (III)

Lack of coordination / reliability: The non-contractual nature can make it difficult to keep civic actors' commitment and adherence to the process. Therefore, important tasks should be allocated to committed civic actors with robust organisational structures. Also establish early warning procedures.

Some measures are not suitable for co-implementation: Certain measures are too complicated or dangerous for civic contributors, for example, where certain regulations, safety standards etc. need to be heeded.

Sometimes, co-implementation only works for 'soft' measures: However, soft measures can be the decisive success factor in the implementation of any measure. It is often the "flanking" effect that facilitate a measure's adoption, proper usage, acceptance, maintenance, willingness to pay, absence of vandalism etc.







Recommendations (I)

Each neighbourhood is different and requires different approaches and different actors. But some salient elements can be recommended for any co-implementation effort. Consider the following principles:



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 723365 Match contributions and contributors: Think about roles to be filled and map their relations, articulate required competences and responsibilities, place them along a time line and think about civic and non-civic actors who could play them. Think the following specifically about roles: Clearing house, moderators, scribe, evaluation manager, communicator etc.

Don't forget to monitor: Implementation and monitoring should always be undertaken simultaneously in order to allow for immediate adjustments and corrections.





Recommendations (II)

Do not under-appreciate less tangible, non-monetary benefits like social cohesion, capacity building, democratic legitimacy etc.

Reflect (self-)critically about the origin of a planned measure: Do not expect civic actors to make contributions to something they did not co-plan; otherwise you run the risk of "exploitation", non-compliance or even vandalism.

Always remain open to newcomers: This requires thorough documentation of previous steps for an effective "onboarding" process of people and organisations who wish to join later on.

Celebrate: It is important to have some fun together. Do not underestimate the importance of humour, a handshake, eye-to-eye conversations, human touch etc.



Checklist

- ✓ Understand the principles of co-implementation (and what's not co-implementation)
- ✓ Understand the aims and objectives (and limits) of co-implementation
- ✓ Identify together with your Core Group potential contributors and approach them
- ✓ Identify together with your Core Group potential contributions from civic actors
- ✓ Be very clear about the risks of co-implementation and mitigate them
- ✓ Get inspiration from other co-implementation cases (see resources section)







Resources

Rupprecht Consult (2019) Co-Implementation Guidelines: http://www.rupprecht-consult.eu/uploads/tx_rupprecht/SUN_D3.1_Co-implementation-Guidelines.pdf

Peer to Peer Foundation: https://p2pfoundation.net/

Spaargaren, G., van Bueren, E. et al. (no date) Co-Creating Sustainable Cities - Learn how citizen's co-creation is key in making cities worldwide more sustainable (Online Course). Available at https://www.edx.org/course/co-creating-sustainable-cities-delftx-wageningenxams-urb-2x

The Better Block Project: http://buildabetterburb.org/better-blocks-in-the-burbs/

The Neighbourhood Project: http://theneighbourhoodproject.org/projects/

The Street Plans Collaborative (various years) Various publications on Tactical Urbanism https://issuu.com/streetplanscollaborative/

The Street Plans Collaborative (2016) Tactical Urbanist's Guide to Materials and Design. http://tacticalurbanismguide.com/

The Street Plans Collaborative (2019) https://www.street-plans.com/







Unit 5 task

Please post your responses to the following question in the Forum:

- List **possible concrete measures** in your neighbourhood and sort them (roughly) in the order in which they lend themselves to contributions from civic actors.
- Write down **potential civic actors** that might be able to make the above contributions.
- Think about other civic actors that might be able and willing to make cotributions but that do not yet have a role in your above list. Can you think of additional contributions they could make?



