

# Unit 5: Co-implementation of solutions

## Module 5.1 Introduction to co-implementation



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Research and Implementation  
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(Source <https://www.eltis.org/resources/photos/massive-human-bicycle-terrace> )



# 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.





## 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/>)





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# Module 5.2 The co-implementation recipe



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(Source: <https://www.eltis.org/resources/photos/european-mobility-week-2017-tivat> )











# 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.





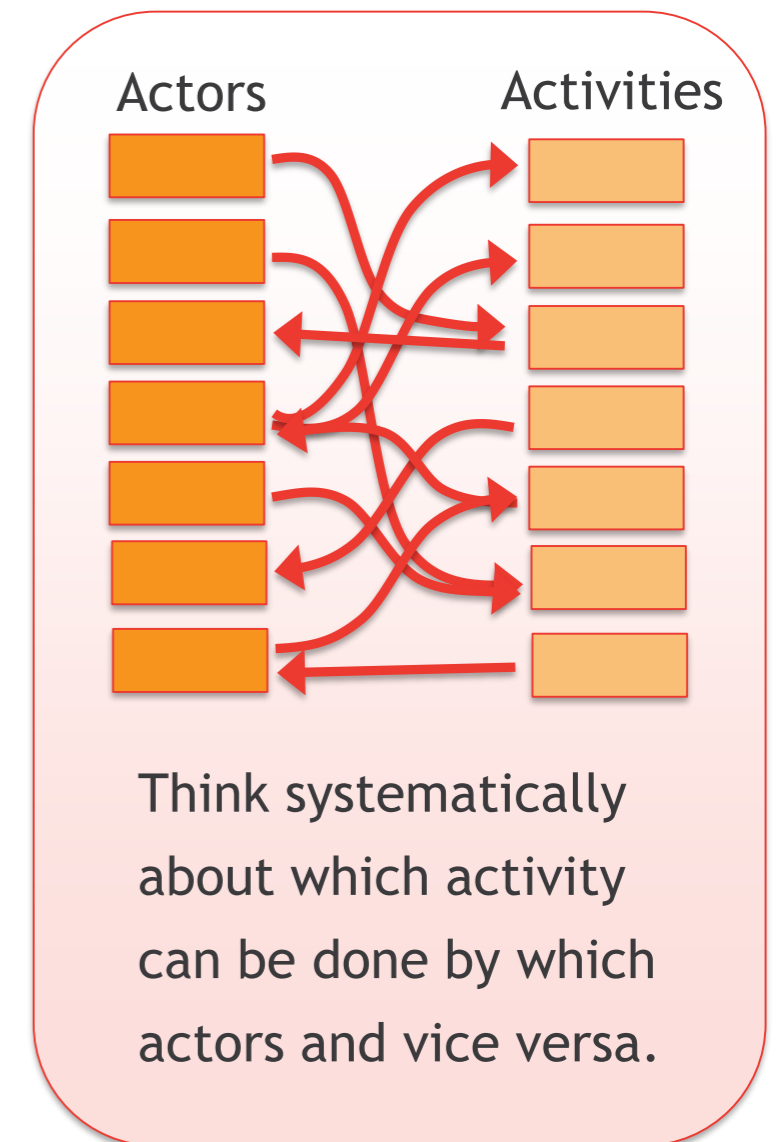


## Moving from general recommendations to a locally specific co-implementation plan

- 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-implementary role?





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**Module 5.3 Learning from the cities**



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(Source: <https://www.eltis.org/resources/photos/european-mobility-week-2017-granada>)





## 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 co-implementation 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.



Opening event



Maintenance walk



Traffic measures

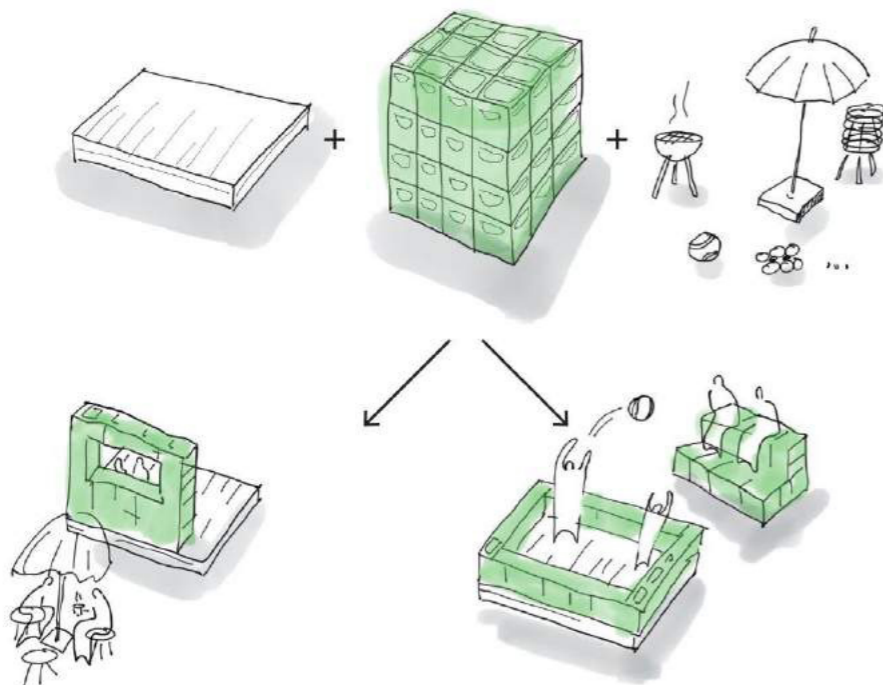


## Spotlight on Malmö:

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

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

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



## Experience from elsewhere (III)

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

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



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## Module 5.4 Risk management & lessons learned



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(Source: <https://www.ekis.org/resources/photos/european-mobility-week-2017-lindau>)

## 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:** Co-implementation 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.



## 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:

***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 specifically about the following 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](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 contributions but that do not yet have a role in your above list. Can you think of **additional contributions** they could make?

