

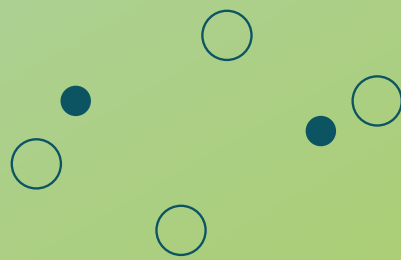


**EU  
MISSIONS**

**CLIMATE-NEUTRAL & SMART CITIES**

# NET ZERO CITIES

**FRAMEWORK FOR SPACES FOR ENCOUNTER**



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## KEYWORDS

### **Civic Engagement Mapping Canvas**

A service that provides Mission cities guidance and access to a series of mapping tools and canvases within the knowledge repository.

### **Conviviality**

A concept that is deeply rooted in the idea of living together harmoniously, sharing experiences, and fostering a sense of community and belonging.

### **Engagement Building Blocks**

A tool to support the visualisation of citizen and stakeholder engagement processes. It consists of four that set and identify the goals of an engagement, the context in which an engagement is created in, the different design choice, and the possible methods of engaging stakeholders.

### **Humble Governance**

A model that can be used to break political gridlocks through focusing on building thin consensus between stakeholders with diverse views and then giving these stakeholders the autonomy to pursue these goals in their own way.

### **NetCeroCommunities**

A collaborative board to broadcast and connect the activities and voices of frontrunner citizens on climate action.

### **Participation**

An individual or group of individuals have the ability, space and support to freely express their views, to be heard and to contribute to decisions that affect them or are important to them.

### **Spaces for Encounter**

Spaces that enable interactions, discussions, debates, disagreement, consideration, and decision making amongst citizens and diverse stakeholders in settings that disrupt typical power hierarchies and dynamics. Despite differences, the actors seek to create action for the longer term.

### **Transition Team Playbook**

A guide that provides information on how to develop a collective transition. It provides information on the Transition Team, a range of possible models for this team, acknowledging the diversity needed to match city context, and it guides the reader through possible steps for setting up such a team, with insights on necessary skills and capabilities.





# INTRODUCTION TO THIS FRAMEWORK





Spaces for Encounter enable citizens and stakeholders with different types and levels of power to interact in carefully facilitated ways which can have a powerful effect on bridging divides and creating impact. They are spaces where citizens can encounter various stakeholders and be included in the transition to climate neutrality, both within the framework of the spaces and more broadly in the city's work towards climate neutrality. There can be multiple Spaces for Encounter in a city for different purposes.

### **Who is this guide for?**

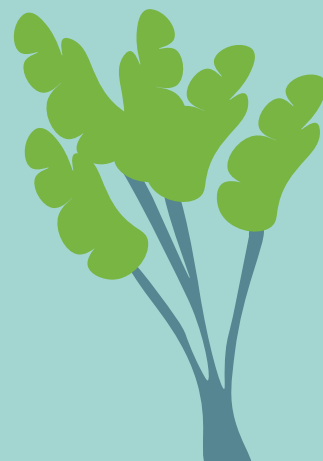
This framework (guidance) provides *you* - the city authorities - both the components and concrete examples to create long-term Spaces for Encounter. It describes what Spaces for Encounter are, why they are needed, who is involved, and what needs to be established and cultivated to create them.

### **How to use this guide?**

This framework provides a way for thinking about the values and process of engagement that are needed in the spaces. It develops an understanding that the approaches, methods and tools used vary depending on different spaces' aims and focus. This guide illustrates what you need to consider when creating Spaces for Encounter or developing your already existing spaces. It is not a step-by-step guide on how to create these spaces, but a guide on what you need to consider and possess to create Spaces for Encounter.

### **What is in this guide?**

There are five key components that lay the foundation of the guide for the spaces. Within these components, there are various processes that support the development of the component, and ultimately, the Spaces for Encounter. The content of this framework is based on a blend of theory, research and the NetZeroCities delivery team's own experience in practice.





- The **Description** component explains what Spaces for Encounter are, who they are meant for, why they are needed, and the vision of the spaces. It also outlines the values of the spaces and different qualities and competencies that should be embedded in the spaces.
- The **People** component identifies the target audience, illustrates the ways in which to reach this audience and the importance of the spaces for them. It also describes thinking around “disrupting typical power hierarchies”.
- The **Governance** component introduces the concept of building thin consensus between diverse stakeholders to provide them autonomy in pursuing the goals they set out to do in their own way.
- The **Management** component questions how the space is organised and steered. This involves creating an iterative process of creating and fostering conviviality, devolving action and experimentation, and communication. It also describes the importance of transparent monitoring and evaluation of the aims of the spaces and whether they are being achieved in practice.
- The **Helpful Resources** component provides examples of various facilitation approaches that can be adopted in the spaces to create collaborative decision making as well as real life examples of Spaces for Encounter in cities.





# DESCRIPTION: WHAT ARE SPACES FOR ENCOUNTER?





To initiate the creation of Spaces for Encounter, you need to understand what they are, who they are for and why they are needed to support your city's Climate Action.

## GOALS OF THE SPACES

### *Activating an Inclusive Ecosystem for Change*

Spaces for Encounter are places that enable citizens to discuss and create action with multiple and diverse actors to come together to create change and make decisions on issues that are relevant to them and possibly close to them. They are a way to convene a plurality of actors into a space where they come together with what they have and create impact together and lasting collaboration and relationships. Various spaces can be open to a wider community of citizens and actors or be closed to specific groups of citizens.

The spaces are meant to create outcomes that have been developed by citizens with the support of influential stakeholders which can be translated to change in the community and policy recommendations. The spaces create the ability for citizens to impact their community through interactions, discussions, debates and disagreements with other stakeholders such as you the city authorities, policymakers, academic institutions, civil society organisations and private sector enterprises.

We think the opportunity for the greatest impact lies in focusing on creating the Space for Encounter through networks of actors in the whole city ecosystem and exploring how they can be collectively mobilised towards Climate Action. This forms long-term connections between citizens and the other actors such as you, the city authorities, civil society organisations and policymakers that attempt to overcome the tendency for government actors to be dominant in these spaces as the ultimate decisionmakers. The Spaces for Encounter instead seek to instil certain qualities such as equality, inclusion, accountability, transparency, trust and to lessen power imbalances.

## PURPOSE OF THE SPACES

Spaces for Encounter enable interactions, discussions, debates, disagreement, consideration, and decision making amongst citizens and diverse stakeholders in settings that disrupt typical power hierarchies and dynamics. Despite differences, the actors seek to create action for the longer term.

Spaces for encounter connect people, provide a shared context, enable dialogue and action, generate learning and collaborative processes, and help people to collectively organise<sup>1</sup>. They aim to gather citizens with different perspectives and worldviews, and different life experiences to co-create solutions and decisions with influential stakeholders to combat climate change.

<sup>1</sup> Community of Practice. *Why communities of practice are important*. Community of Practice. Available at: <https://www.communityofpractice.ca/background/why-communities-of-practice-are-important/>





### *Purpose of the spaces for cities and other influential stakeholders*

Spaces for Encounter foster multi-stakeholder dialogue and action, enabling cities to better understand the different needs of citizens. They empower cities to make shared decisions with citizens. Cities may often lack resources and knowledge on how to facilitate spaces or projects that are about power sharing and meaningful citizen engagement. They establish a more systematic way of involving citizens by fostering better relationships between citizens and city authorities. Spaces for Encounter create trust during this period of transition for conversations between diverse actors.

The **Engagement Building Blocks** tool can support you in defining the goals of the spaces as well as the existing context that will affect your ability to create or develop your city's existing spaces.

### *Purpose of the spaces for citizens*

Spaces for Encounter enable citizens to have "horizontal" access to city authorities and foster co-creation, enabling citizens to impact climate related issues. Most other spaces have prescribed or assumed dynamics for who is allowed in, who is allowed to participate, and who is allowed to lead.

Many times, these spaces favour those who are known, central, and powerful. They establish a more systematic way of enabling citizens by fostering better

relationships between them and city authorities. Spaces for Encounter create trust during this period of transition for conversations between diverse actors.

### **Engagement Building Blocks**

The tool helps to visualise the frameworks for citizen and stakeholder engagement processes. The tool consists of four decks: goals, context, design choices and methods which will guide you to set and identify the goals of your engagement; the context of which you will be creating the engagement for; the different design choices; and the possible methods of engaging stakeholders.

Depending on the purpose of the space, whether it is intended for a specific group of citizens or the wider community, the topic of the space has to be appropriate for them, and cause tensions or be unclear to create new understandings of the topic. It can then be explored in various ways through experiences, observations, feelings, memories, impressions, thoughts, and facts.





## VISION OF THE SPACES

These “new Spaces for Encounter” will enable unforeseen and misunderstood possibilities, and radical understandings, ideas, pathways, and approaches to emerge. This is because these spaces were designed to convene a composition of citizens and influential stakeholders who were functioning within less hierarchical, more collaborative, self-aware, and reflexive power dynamics. The Spaces for Encounter will have helped activate the diverse voices within a city and generate ideas and viewpoints in the spaces to be meaningfully considered and incorporated into the city’s climate actions.

### *Vision of the spaces for cities and other influential stakeholders*

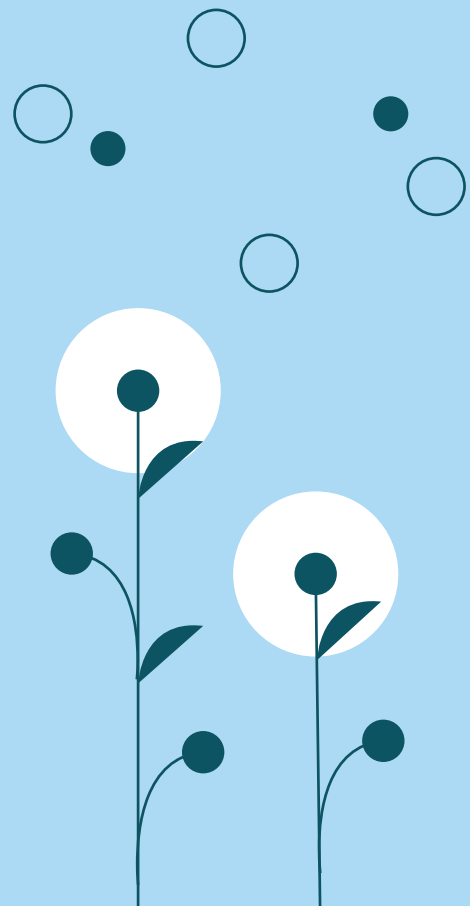
The Spaces for Encounter will help accelerate climate action by facilitating the interaction and dialogue between the city and citizens with divergent worldviews to create action. They will create multi-actor dialogues which inform and provide input to city actions. This can benefit a society as a whole by creating greater mutual understanding between viewpoints and a sense of collective commitment to the city’s future.

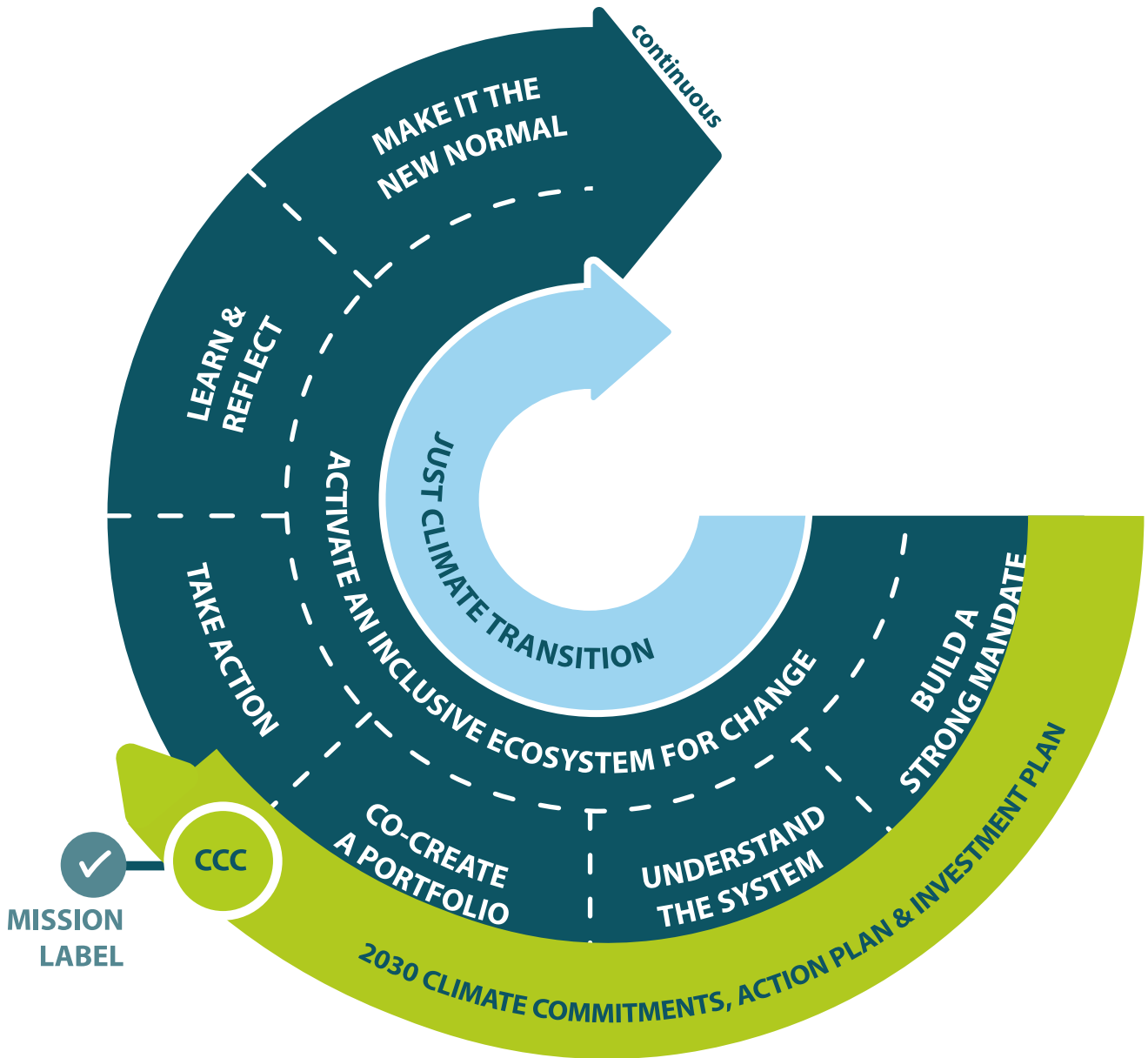
### *Vision of the spaces for citizens and other stakeholders*

Spaces for Encounter will help the transition to be joyful by tapping into the collective imagination and creativity of people. They help citizens overcome the feeling of loneliness and have brought a sense of community action and agency in the face of the huge global issues that can often make citizens feel powerless.

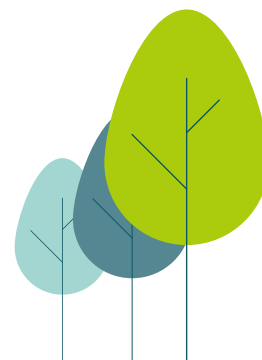
### *Spaces for Encounter for a Just Climate Transition*

The spaces reinforce the importance of the role that citizens can play in the transition to climate neutrality. It is key to ensure that the motivation, form, and output of the encounter is meaningful for all stakeholders involved. Hence, we can then connect the Spaces for Encounter to the Climate Transition Map (See Figure 1).





*Figure 1. Positioning Spaces for Encounter in the Climate Transition Map.*





### **Build a Strong Mandate**

If the commitments of the spaces are communicated with ambition and boldness, they can spark the engagement of not only the usual suspects, but of the whole community. Spaces for Encounter broaden the coalition by including citizens to combat climate change in the long-term.

### **Understand the System**

By working together, both the cities and citizens can create accountability and responsibility in the work that they do. Cities can gather new, unseen knowledge from citizens' experiences, and the collaboration can foster citizens' understanding of what is possible and not possible when it comes to leveraging action in cities. In turn, cities feel empowered and understand better how and why citizens should be included in the city's transition toward climate neutrality.

### **Co-Create the Portfolio**

The Spaces for Encounter ensure that all those involved have the ability to be supported to develop outcomes for the portfolio of climate actions. This increases a sense of agency and hope through working together towards impactful action.

### **Take Action**

With the collaboration of cities and citizens, activities and goals connected with the climate actions create tangible actions and ideas which can collectively build into movements for change.

### **Learn and Reflect**

With monitoring, evaluation and learning, Spaces for Encounter serve as a precedent for future collaboration between different actors. They start a process of dialogue and connection which can organically evolve beyond its origin. These spaces can find new ways of doing and thinking through breaking silos between actors and redefining power imbalances.

### **Make it the New Normal**

Spaces for Encounter can restructure and make us rethink how decisions are made. By enabling citizens to participate in meaningful ways, the spaces can be used to dissolve established ideas about who is involved in forming and narrating the collective ambitions of a community. The spaces are a forum to discuss the new normal by creating higher expectations and synergy for the community to continue to horizontally collaborate.





## VALUES OF THE SPACES

The aim of the Spaces for Encounter is to create a foundation on the basis of long-term engagement and collaboration, and to generate a genuine momentum of meaningful actions spurred by citizens. The values of the spaces ensure that meaningful action and collaboration can take place. We have compiled some values and competencies that we consider to be important for creating and designing the spaces as well as for using them.

### ***Collaboration, partnership & co-creation, and reciprocity***

Identifying ways that enable each person to apply their unique talents and expertise to move the work forward. Demonstrating that collective working is effective. Supporting and developing individuals to contribute effectively to communities. Developing a culture of informed and accountable decision making<sup>2</sup>. Decision making and planning responsibilities are shared among those involved. Taking interest in what and how others think. Engaging in disagreement, listening to differing viewpoints and sharing experiences. Finding solutions that others support and taking ownership of the solutions. Nurturing solidarity and group feeling.

### ***Cultural humility, lived experience, respect and empathy***

Recognising the influence of one's own biases when understanding others' experiences, emotions and thoughts.

Sharing own experiences and the different dimensions of those experiences through observations, thoughts, memories or feelings. Coming as yourself and having confidence in one's own opinion. Respecting the physical, emotional and mental boundaries of the members of a community, and the consent of the members of the community in the space and the activities. Everyone has the ability to speak up, but does not need to. Actively trying to understand other peoples' perspectives by putting oneself in their situation. All those involved should be present in the moment and actively listen to each other. Compassion and relating own experiences to what others have said, and using everyday language to explain difficult terms. Being open to the diversity of opinions, and checking for any miscommunication and differences in understanding.



<sup>2</sup> Community Development Foundation. (2006). *The community development challenge*. Available at: <http://www.bl.uk/collection-items/community-development-challenge/>



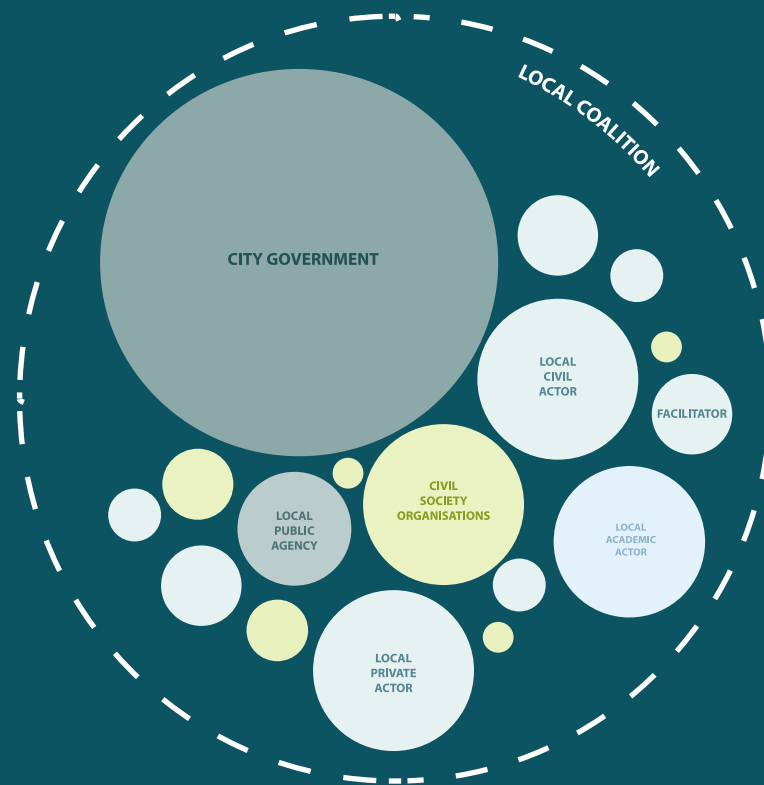
### ***Power, transparency & honesty, and trust***

Recognising the power dynamics in the work; are you working with or for the community? Who has decision-making power in the work? Openly communicating to those involved on the progress of the work and how outcomes are communicated to outside entities. Being clear and honest of the goals of the spaces and the roles in the spaces. Having the ability to say “*I don’t know*” and willingness to hear from others. Building mutual respect and establishing a level of trust that supports open dialogue across a diversity of perspectives. Creating a welcoming space by listening to others and building relationships.





# PEOPLE: KEY PARTICIPANTS AND STAKEHOLDERS





The aim of the spaces is to allow citizens to meaningfully create action and collective decisions with influential stakeholders on pressing issues. For example, if the citizens have a specific shared interest (e.g. water pollution) the space may focus on influencing policy in that specific area with the support of city authorities and other relevant stakeholders. You can read more about the process of defining a shared goal in the **Governance** section. Some spaces can be open for a larger group of citizens, while other spaces include only specific individuals who engage and create action with one another on an issue or topic. These different spaces can then include appropriate civil society organisations, businesses, decision makers, and academic institutions to support action and to leverage their influence.

#### IDENTIFY AND MAP TARGET AUDIENCE

Once the purpose of the activities in the spaces has been identified, then you can start identifying the citizens that would be a part of the spaces. Depending on the aims of the spaces - whether it is to co-create decisions and actions on a matter with a specific group of citizens or with a larger community - other stakeholders may be involved and to a different degree. You can also consider which stakeholders would be beneficial and useful to include in the space.

To support this, you can use the **Civic Environment Mapping** Canvas tool to help you to identify, analyse, and include citizens and stakeholders from across the city's ecosystem to contribute toward climate neutrality. You can start by thinking of the question: What are the incentives and motivations of the citizens to participate in the spaces?

#### Civic Engagement Mapping Canvas

The service provides Mission cities access to a series of mapping tools/canvases in the knowledge repository, and guidance on how and when to use them. The service provides deeper understanding on who and why to map, and how to uncover connections and resources. As a result, Mission cities have a better understanding of their local ecosystem, levers of change and key obstacles. It is also a useful tool for Mission cities to map their current stage in the Climate Transition Map.

Once the purpose of your Spaces for Encounter and the target audience have been identified, the role and commitments of the citizens and the different stakeholders should be outlined to some degree. This is done to manage expectations so that everyone knows what can and cannot be accomplished within the scope of the Spaces for Encounter, and to clearly outline what the spaces are and what they are not. It is crucial that this process is revisited once you have gathered the citizens and possible stakeholders to ensure that the roles are representative of what the actors want to and are able to do.





Stakeholder	Role and purpose
Experts, practitioners and facilitators	<ul style="list-style-type: none"><li>• Professionals who can support the process with knowledge and skills</li></ul>
Citizens: Youth/ elderly people/ ethnic minorities/ refugees/ parents or guardians/ teachers/ small business owners, etc.	<ul style="list-style-type: none"><li>• Agenda setting</li><li>• Lead decision making: policy recommendations, managing specific projects etc.</li><li>• Getting support for actions</li><li>• Have impact in own community</li><li>• Collaborating with city authorities and other decision makers</li><li>• Sharing lived experience of the topic/issue</li></ul>
City authorities	<ul style="list-style-type: none"><li>• To involve citizens in a meaningful way in decision making processes: on the path to changing existing ways of working</li><li>• Support decision making with expertise</li><li>• To understand the different experiences of a topic/ issue</li><li>• Generate knowledge and understanding of a topic/ issue</li><li>• Use the spaces as a way to develop solutions to a topic/issue</li></ul>
Civil society organisations/ community groups	<ul style="list-style-type: none"><li>• Engage with the community and connect the public to decision makers</li><li>• Support decision making with expertise</li><li>• Use networks to reach the public to get involved in the space</li><li>• Use networks to share the outcomes from the spaces</li></ul>
Decision makers (politicians, City Council, advisory committees/ groups)	<ul style="list-style-type: none"><li>• Support decision making with expertise</li><li>• Support the formulation of actions into policy recommendations with expertise</li><li>• Use networks to share the outcomes from the spaces</li></ul>



Stakeholder	Role and purpose
Private sector	<ul style="list-style-type: none"><li>• Businesses and entrepreneurs with a vested interest in the urban environment</li></ul>
Other stakeholders you have identified	<ul style="list-style-type: none"><li>• Opportunity to have an impact in own community</li><li>• Engage with the community and connect the public to decision</li></ul>

When you are creating a space for action and decision making, the citizens' and other stakeholders' roles may vary within the space. Here is an example of the diverging and converging roles and purposes the actors can have:

In addition to the roles that have been suggested above, designated operational roles for communication, facilitation, organisers of events/activities, network weavers, resource manager(s) etc. should be created and assigned (this is further discussed in the **Management** section).

### REACH THE TARGET AUDIENCE

The next step is to establish the ways in which you will reach out to your target audience for them to join the spaces. Existing civil society organisations and community groups can be a great starting point to reach the public in a trustful way. With such outreach, these organisations and groups need to be well informed of the purpose of the spaces as well as the underlying role the public will have in them. You can also use the service **NetZeroCommunities** to help you identify, reach, and recognise the needs and existing activities of citizens in your city, and then with them further connect with other individuals.





## NetZeroCommunities

NetZeroCommunities is a collaborative board to broadcast and connect the activities and voices of frontrunner citizens on climate action. Frontrunner citizens are people who are active in promoting climate action. These frontrunners become a part of a pool of voices that can be included in dialogue. They can create events, network with other frontrunners and share resources.

Previous experience shows that civil society organisations and community groups have great networks but often engage the same individuals. Hence, it is important to understand the civic environment and identify citizens that are historically left out or do not often participate in outreach<sup>3</sup>. Doing research and surveys/interviews can create a better understanding of who you should be involving.

This is key to ensuring that the dialogue and decisions generated through these spaces are not based on existing negative power dynamics and biases which can perpetuate or increase inequalities. It is also important to make the content of the outreach compelling and to justify why the individuals should want to be involved.

With this approach in mind, you should consider the potential barriers for participation, and the ways in which to overcome

them through incentivisation. This is discussed further in the Management section.

Importantly, you need to reach the citizens (especially those that have historically been left out of engagement) where they are already gathering. Hence, your outreach methods should be appropriate for those that you want to involve in the Spaces for Encounter. You might do outreach around colleges, universities, activity centres, movie theatres, restaurants, shopping malls, grocery stores, libraries, cafes, send information to specific postal codes, or use billboards across streets or certain areas.

You should also consider how to use social media to share information through sponsored posts on Instagram, Facebook or use Twitter. The goal is to meet and reach people where they are at.

All of these elements can also be used once the space is in action to consider how to communicate the activities and outputs of the space to different audiences. Read more about this in the Management section.

### ANCHOR THE TARGET AUDIENCE

Spaces for Encounter are not one-off events or platforms to make decisions, rather they are spaces that enable the continued and long-term collaboration and co-creation of different actions. You are aiming to create spaces that invest time in relationship building, and creating trust and shared

3 Ayiwe, E., Colom, A., Cook, A., Murray, A., & Parry, J. L. (2022, October). Engaging people with lived experience: best practice, challenges, and opportunities. *Health and Social Care Alliance Scotland*. Available at: [https://www.alliance-scotland.org.uk/wp-content/uploads/2022/10/Lived\\_Experience\\_Report\\_2022\\_WEB.pdf](https://www.alliance-scotland.org.uk/wp-content/uploads/2022/10/Lived_Experience_Report_2022_WEB.pdf)



ownership of actions and achievements. Building trust and changing power imbalances takes time and is not a simple task, which is why the spaces are built on learning and iteration. Anchoring the actors to the goals and fostering relationships is crucial to the long-term process of Spaces for Encounter. This is valuable to creating a sense of shared commitment to working towards the future of the city which can help people with different viewpoints find shared ground and a sense of agency.

A way to create familiarity with one another and relationships, is through the notion of a third place. A third place is a familiar place, or a local area such as a cafe, pub, library, park etc. where different people can connect with one another over a shared interest or activity. Such places offer a sense of informality as they are simply spaces where people can catch up and not think of the immediate work needed to be done<sup>4 5</sup>.

***“Providing the foundation for a functioning democracy, these [third] spaces promote social equity by leveling the status of guests, providing a setting for grassroots politics, creating habits of public association, and offering psychological support to individuals and communities.”<sup>6</sup>***

Adopting this approach, and gathering and rooting in a third space, can help support relationship building and trust between the stakeholders part of the Spaces for Encounter as well as create a sense of conviviality. Each person can try to connect and learn more about the other stakeholders in the spaces<sup>7</sup>. By doing so, everyone builds knowledge on what the others care about, the value they are receiving from their participation, and how they would like to keep contributing to the spaces. Through such intentional processes, the individuals strengthen their relationship and the shared experiences.

These third spaces are organised through rules, rituals and activities that the individuals can adopt or reject such as specific greetings or seating styles<sup>8</sup>. They can support individuals to feel connected and present with the community they have created within the Spaces for Encounter. Furthermore, third spaces can serve as great ways to informally share learnings and the activities done in Spaces for Encounter with those outside of the spaces.

4 Butler, S. M. & Diaz, C. (2016, September 14). “Third places” as community builders. *The Brookings Institution*. Available at: <https://www.brookings.edu/blog/up-front/2016/09/14/third-places-as-community-builders/>

5 Torres, E. (2021, September 13). What is A Third Place? (And Here's Why You Should Have One). *The Good Trade*. Available at: <https://www.thegoodtrade.com/features/third-place-community-spaces/>

6 Project for Public Spaces. (2008, December 31). *Ray Oldenburg*. Available at: <https://www.pps.org/article/roldenburg/>

7 Network Weaving Questions. (n.d.). *Converge Network*. Available at: <https://www.converge.net/toolkit/network-weaving-questions/>

8 Bernhoft, I. & Manno, B. V. (2022, September, 7). Third Places: Restoring Civic Life and Resisting Consumerism. *Public Discourse*. Available at: <https://www.thepublicdiscourse.com/2022/09/84434/>



## POWER DYNAMICS AND ROLES

Whenever a group of people are brought together, power dynamics are present. Sometimes this is not something people in the space are conscious of. Still, when a space relates to political or societal matters, people are often highly conscious of who has the most influence over decision making. For example, as soon as a member of the city administration joins a space, there is a risk that they become a gatekeeper and curator of the views of members of the public, at worst only taking what they already want from the space.

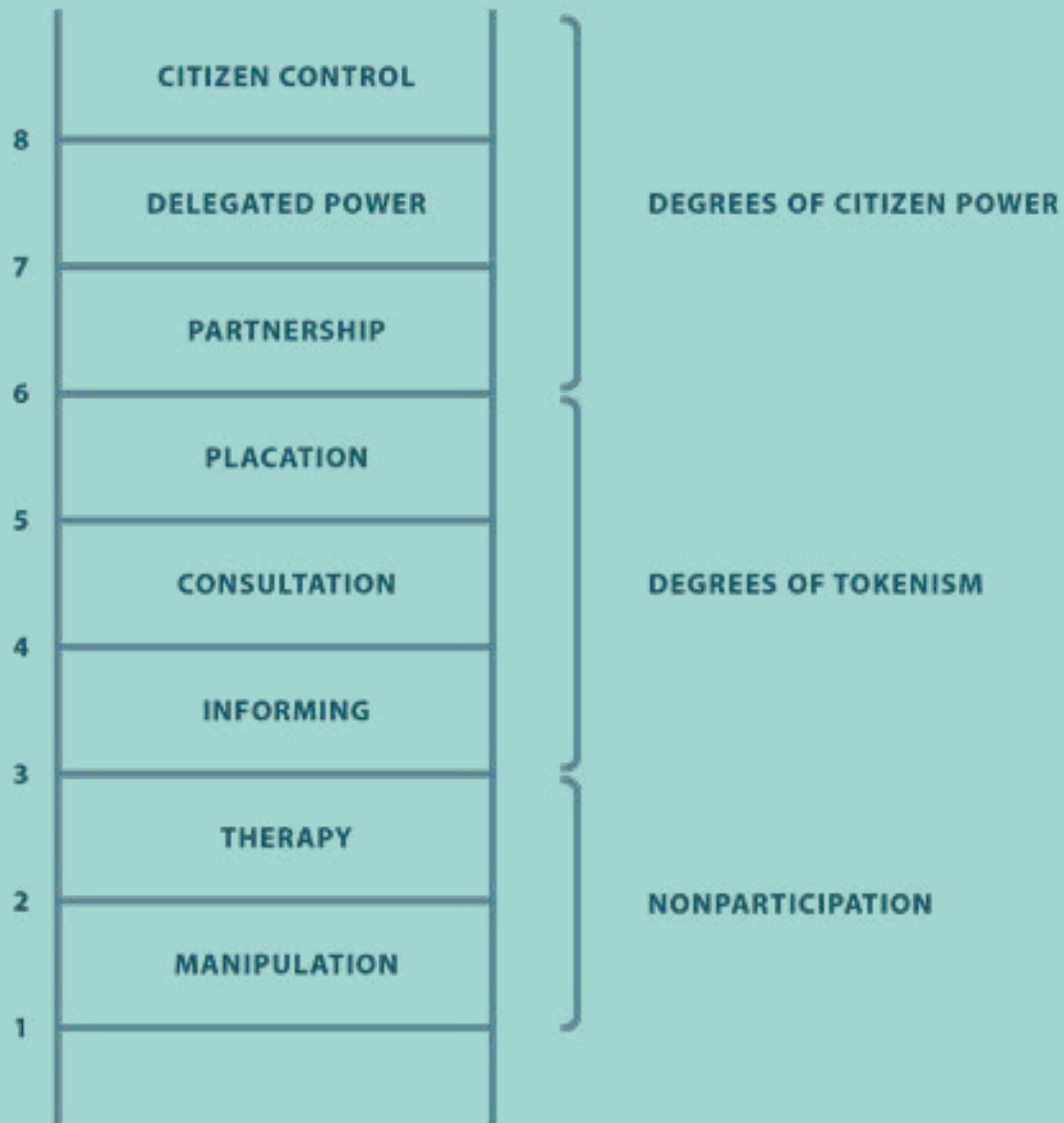
Suppose people are not content with the power dynamics in a space. In that case, this can lead to a sense of disillusionment and a lack of agency. These, in turn, can be highly corrosive to their experience of the space and also to the quality of the space's outputs, particularly if they reflect a limited set of views. Thus, Spaces for Encounter should seek to disrupt the traditional power imbalances of the political process and diffuse power more evenly.

is important to actively work to decouple power within the space from the source of the space's funding in order to avoid tokenism and a controlled agenda. Realistically, some power imbalance will always be present, but it is still valuable to seek to mitigate imbalances as much as possible.



It





*Figure 2. Arnstein's Ladder of participation.*





To achieve this, it is important to be honest about the level of agency you - the city - are aiming to foster especially in the members of the public, and other stakeholders involved in the space. If citizens are told they are being given decision making power but, in reality, are not, this can lead to low trust towards the city administration.

One well established framework which can be used to explore the question of the level of citizen agency in a space is Arnstein's ladder of citizen participation (1969)<sup>9</sup>. In the context of Spaces for Encounter, you should emphasise citizens' level of agency and how they are best supported by you and the other stakeholders to make decisions and actions that will affect the city.

Whether you are initiating a space or reviewing an existing space, it is key to identify what type of participation you are creating. Spaces for Encounter aim to engage citizens at the highest category on Arnstein's ladder: to enable citizen power in order to make the spaces meaningful rather than simply an empty, tokenistic exercise to be able to say the city is listening to its citizens. Furthermore, you should consider the level of decision making power the stakeholders may have in the spaces and how their contributions are incorporated into the work without them overpowering the citizens.

But within this category, there is still variation in the degree of decision-making power:

6. **Participation** means citizens can negotiate with traditional powers (city authorities, decision makers, other influential actors) and make trade offs;

7. **Delegated power** means traditionally unheard citizens have the majority of power;

8. **Citizen control** means that they have full managerial power over decision-making<sup>10</sup>.

Connecting this with governance requires you - the city - to consider how much decision-making power citizens and other stakeholders should have in Spaces for Encounter. In a situation of maximum citizen power, the city merely acts as a facilitatory force, providing the initiation and potentially the supportive resources for the space. Whereas, in a space involving 'partnership', thought needs to be given to how this negotiation will occur in a meaningful way so the city actors do not implicitly become gatekeepers of the management or outputs of the space.

Furthermore, it is important to acknowledge the simplification of the ladder of citizen participation. Reality will always be more complex than a model, and it is important that it is acknowledged that even a specific demographic always contains a variety of views and needs.

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9 Arnstein, R. S. (1969). A Ladder Of Citizen Participation. *Journal of the American Institute of Planners*, 35(4). doi: 10.1080/01944366908977225

10 *ibid*





As Arnstein says:

*“The ladder juxtaposes powerless citizens with the powerful in order to highlight the fundamental divisions between them. In actuality, neither the have-nots nor the powerholders are homogeneous blocks. Each group encompasses a host of divergent points of view, significant cleavages, competing vested interests, and splintered subgroups.”<sup>11</sup>*

Bringing this to a more practical level, thinking about power dynamics and levels of decision-making power in a space for encounter requires being aware of the existing and desired power citizens and other stakeholders have in a space and then translating the desired power level into the structures, processes, and methods of the space.

Potentially, the most effective way to empower participants and ensure they agree with the governance structures is to co-design the engagement process. Instead of *you - the city -* determining the level of participation, ask people what they want. As much as a space involving citizen power may seem like the best option for supporting citizens’ voices and sense of agency, if citizens would prefer a model of partnership (according to Arnstein’s definition) then the space will not be as effective and risks low engagement. Alignment on what people actually want to give and get from a space is needed at the most abstract level but

also in the on-the-ground processes of how decisions are made.

What this means is *you - the city -* will use some form of decision making to initiate the space but the people in the space should be central to deciding what happens in the space, both on how collective decisions are made and on the ideas, dialogues, and actions that come out of the space. For example, whether a type of voting system is used for decision making; whether representative or operational roles are needed and how it is decided who has these roles; whether different roles and levels of responsibility are decided because different citizens and stakeholders want different levels of participation or commitment.

One example of how to put this into practice is the ‘open space method’<sup>12</sup> which involves participants of a meeting creating and managing the agenda themselves, and facilitating the sessions (read more about this in the **Helpful Resources** section).

These considerations all require two areas of awareness: potential existing power imbalances and how these can be mitigated, and what level of decision-making power different stakeholders want. These are not easy questions to explore or to answer, and can feel abstract to some people. Nevertheless, understanding the dynamics involved in the governance of a space means that you can develop a commitment to a certain approach. Once this is developed and collectively agreed upon, everyone is collectively accountable to ensuring this is how the space is governed in practice.

11 *ibid*

12 Gay, N. Open space method. *Mind*. Available at: <https://www.mind.org.uk/media-a/4924/open-space-method.pdf>





# THE PROCESS: THE HUMBLE GOVERNANCE MODEL





Governance refers to how something is organised and steered towards its goals, including how the structures and relationships between stakeholders work towards a shared goal. Governance is at the core of achieving the aims of Spaces for Encounter: to diffuse traditional power dynamics between different actors; to embed accountability in spaces to ensure dialogue leads to changes in policy; and to form a thin consensus between people with different - and sometimes polarised - viewpoints. The Transition Team Playbook is also a great source to understand the orchestration of action with a collective.

In brief, thinking about governance means thinking about the structures, processes, and methodologies being used to connect different people and actions, and the thinking and values they are based on. How a space is organised and steered is fundamentally influenced by and affects the dynamics of relationships and interaction within the space.

### **The Transition Team Playbook**

The playbook is a guide to develop a city's ability to lead a collective transition. It lays the principles of a Transition Team, the key ingredients in enabling transformative action from a coalition of actors for the clear goal of climate neutrality emissions by 2030. The playbook provides a range of possible models for this team, acknowledging the diversity needed to match city context, and it guides the reader through possible steps for setting up such a team, with insights on necessary skills and capabilities.

Much of this links to the components you have already explored. Firstly, the governance of a space should be oriented around the goals, purpose, and vision of the space covered in the first section, Initiation. Additionally, it is important that the contents of the second section, People, are considered in the way a space is governed. In order to diffuse power dynamics, different people's experiences must be considered, including how their incentives factor in and how to develop a sense of agency and belonging among all people in a space.





Furthermore, the governance of a space should link to and reflect broader desirable characteristics like transparency, accountability, trust, equality, and inclusion. Finally, it is essential that the governance of a space enables the aimed outcomes to be developed. To ensure this, effective and transparent monitoring is needed to inform whether an aspect of the governance of a space needs adjusting to steer it back on track to achieve objectives, both in terms of actual outputs (e.g. policy recommendations) and in terms of the space's values (e.g. if an equal sense of agency is not being achieved). In this sense, governance requires continuous reflection and iteration in order to remain effective over time as conditions within and outside the space change.

The first layer of this to understand is the overall governance process of Spaces for Encounter. Afterwards, in the Management section, we dive deeper into how to operationalise the spaces through concrete functions and activities that encourage collaboration, co-creation, reflections and communication. Overall, this forms a continuous process of how a Spaces for Encounter can be formed, how its activities can be planned and carried out, and how learnings can be generated and shared in order to be fed back into iterating the spaces' goals and activities.

## HUMBLE GOVERNANCE MODEL

The Humble Governance Model was developed by Demos Helsinki in collaboration with the Prime Minister's Office of Finland and Professor Charles Sabel from Columbia Law School<sup>13</sup>. The Humble Governance Model can be used to break political gridlocks through focusing on building thin consensus between stakeholders with diverse views and then giving these stakeholders the autonomy to pursue these goals in their own way. Peer learning mechanisms are built in to build collective learning alongside reiteration of the framework goal, fostering a thicker consensus over time as trust between the actors is built<sup>14</sup>. This model was primarily developed for policymakers within government but also involves societal consensus so can be related to Spaces for Encounter as citizens and non-governmental stakeholders take the role of decision makers in this context. In simple and practical terms, through this process, thin consensus can thicken as the people involved in a space learn from each other and learn to trust each other. They realise that, despite differences, they have a shared goal and that acting towards that is more impactful than continuous dialogue without action. Agreeing on a shared framework goal but devolving the implementation methods allows action to start despite a diversity of views, and trust and consensus to thicken over time through shared learning enabling more ambitious actions.

13 Annala, M., Gronchi, I., Leppänen, J., Metsola, S., & Sabel, C. F. (2021). *A Call For Humble Governments: How to overcome political gridlock in liberal democracies*. Available at: [https://demoshelsinki.fi/wp-content/uploads/2021/09/Humble-Government\\_Sept2021-.pdf](https://demoshelsinki.fi/wp-content/uploads/2021/09/Humble-Government_Sept2021-.pdf)

14 *ibid*



## Four steps of humble governance

**1 Striking a thin consensus** around broad framework goals by securing political and societal collaboration

**2 Devolved problem solving** provides societal stakeholders with the autonomy to pursue the framework goals as they see fit



**4 Revision of framework goals** secures a thicker consensus by use of new shared knowledge

**3 Peer-learning mechanisms** ensures that collective learning is achieved across political and societal stakeholders



## THE FOUR STEPS OF HUMBLE GOVERNANCE

### **Step 1: Striking a thin consensus**

This refers to collectively defining a shared problem statement, a shared direction for change, and a shared understanding of what success looks like. In Spaces for Encounter, this can refer to the overall collective definition of the focus of what the space aims to influence.

Even if you and all of the people involved in the space agree to the idea of collective decision making, building consensus is very difficult. This is made even more challenging if your space actively seeks to bring together people with highly polarised viewpoints. In any space, there is a risk that it becomes dysfunctional and destructive power imbalances are formed if consensus cannot be found; this could negatively steer a space away from its original purpose and values.

In this scenario, people may become disillusioned and stop engaging in the space, resulting in limited viewpoints being heard and traditional power imbalances being continued. Hence, the Humble Governance Model focuses on thin consensus, meaning political and societal stakeholders agree on the minimum shared goal in order to begin acting rather than getting stuck in unconstructive dialogue.

### **Step 2: Devolved problem solving**

This involves allowing stakeholders autonomy in implementation. This means that individuals or groups within the space can decide on the methods and activities they use to work towards the space's shared goal. This can be achieved by dividing the broad framework goal into tangible sub-issues or sub-goals which an individual or group can decide to design and implement actions towards.

Thus, multiple different routes and activities are pursued, and action is generated without the need to establish thick consensus. In order to manage potential tensions and disputes, a robust process for decision-making must be established.



### Step 3: Peer-learning mechanisms

These are formed and used to thicken consensus over time as stakeholders generate and share learnings from their implementation. This involves creating methods for incentivising reporting and sharing both horizontal and vertical learning, meaning learnings emerge from all parts of the space not only among one level.

The peer learning process should form feedback loops which enable reflection across the space of what works and what is hindering progress towards the shared goal. By sharing what worked and what did not, mutual trust and a sense of collectiveness gradually form over time as it is continuously proven that people are working towards a common goal despite the diversity of opinion on how to achieve it.

### Step 4: Revision of framework goals

This involves using peer learning and reflections to iterate the spaces' goals and vision. This requires using steering documents (which document framework goals and actions) as living documents which will evolve and be continuously adjusted to maximise alignment with the spaces' core aims over time. Secondly, these revisions should be handled with sensitivity as rapid changes with unclear motivations will increase distrust; it is important that this process is open to scrutiny.

Overtime, through iteration, it is possible for power to be diffused and consensus to thicken. To drive each step of the Humble Governance Model forward, there are various tangible management considerations to explore. The next section, Management, focuses on making this process of learning by doing concrete.





# THE MANAGEMENT: CREATING LASTING SPACES





As mentioned, the management of Spaces for Encounter is inextricably linked to its governance. In this sense, management activities should be designed in such a way that is compatible with the governance's focus on learning through doing. The organised and well thought out management of the space will support its longevity. These spaces will foster conviviality, ensure clearly outlined roles, well orchestrated commitments and communication, and learning from the activities and others, thus creating a cycle of learning and doing which drives towards the space's goals.

#### CONVIVIALITY INFRASTRUCTURING<sup>15 16 17</sup>

The term "*conviviality*" is derived from the Latin word "*convivium*," which is a combination of "*con-*" meaning "*together*" and "*-vivium*" meaning "*living*." The concept of conviviality is deeply rooted in the idea of living together harmoniously, sharing experiences, and fostering a sense of community and belonging. This notion of togetherness and collaboration is at the core of creating convivial spaces, which are essential for promoting inclusiveness, understanding, and mutual support. As presented at the start of this guide, the values of collaboration, empathy, reciprocity and humility are echoed in the notion of conviviality.

#### The Core Elements of Conviviality

**Hospitality:** One of the key components of conviviality is hospitality – the act of welcoming and accommodating others with warmth and generosity. This sense of hospitality involves creating an inclusive atmosphere where individuals feel respected and valued, regardless of their background or beliefs.

**Social Bonding:** Conviviality fosters social bonding and connections among individuals, helping to break down barriers and encourage collaboration. This can be achieved through shared experiences, such as group activities, discussions, or even the simple act of sharing a meal together.

**Mutual Respect and Understanding:** A convivial environment is one where mutual respect and understanding are cultivated among participants. This involves active listening, empathy, and a genuine interest in learning from others' perspectives and experiences.

**Emotional Wellbeing:** Conviviality contributes to the emotional wellbeing of individuals by creating a sense of belonging, security, and trust within a group. When people feel emotionally supported and connected to others, they are more likely to engage in open communication and work together towards common goals.

15 Illich, I. (1971). *Deschooling Society*. Harper & Row

16 Illich, I. (1973). *Tools for Conviviality*. Harper & Row

17 Brown, A. M. (2019). *Pleasure Activism*. The Politics of Feeling Good. AK Press





## *Advantages of Conviviality in Governance and Management Models*

**Improved Collaboration and Decision-making:** Convivial environments foster trust, open communication, and a shared sense of purpose among participants, leading to more effective collaboration and decision-making processes. By facilitating an atmosphere of mutual respect and understanding, Spaces for Encounter can promote a more democratic and inclusive approach to governance, where diverse perspectives are valued and taken into account.

**Increased Social Capital:** Conviviality helps build social capital – the networks, relationships, and trust that enable individuals and groups to work together effectively. Social capital is essential for the successful functioning of Spaces for Encounter, as it fosters a sense of community and shared ownership, motivating participants to invest their time and energy in collaborative efforts.

**Enhanced Adaptability and Innovation:** Convivial Spaces for Encounter can promote adaptability and innovation by encouraging participants to share ideas, learn from one another, and experiment with new approaches. This collaborative environment can lead to more creative and effective solutions to the unique challenges faced by communities.

## **Greater Inclusivity and Representation:**

By cultivating conviviality, Spaces for Encounter can attract and engage a diverse range of participants, ensuring that multiple perspectives and experiences are represented in decision-making processes. This inclusivity can lead to more equitable and sustainable governance models, where the needs and interests of all community members are taken into account.

## *Designing for Conviviality: Convivial Infrastructuring*

Conviviality infrastructuring refers to the intentional design and implementation of strategies, processes, and elements that contribute to the creation of convivial spaces. This involves a comprehensive and deliberate approach that takes into account various aspects of a space, including its layout, accessibility, functionality, and the opportunities it provides for social interaction and collaboration. This process also reflects the Humble Governance Model of creating trust and learning by doing.





## 1. Layout and Design

The layout and design of a space play a significant role in promoting conviviality. Spaces should be designed to encourage social interaction and facilitate the flow of people and ideas. This can be achieved by:

- Creating flexible spaces/platforms that can accommodate a variety of activities and group sizes.
- Ensuring that spaces are accessible to people with disabilities, allowing for full participation by all community members.
- Incorporating elements that create a pleasant and inviting atmosphere.

## 2. Functionality and Usability

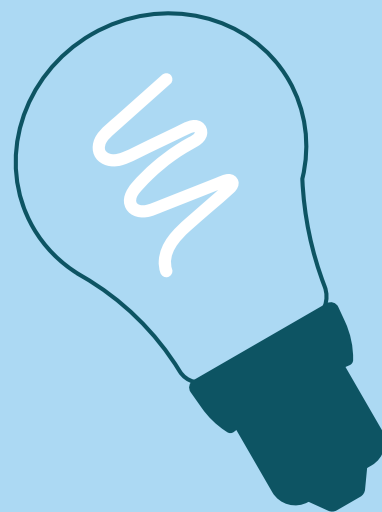
Convivial spaces should be functional and user-friendly, enabling people to engage in activities and interactions with ease. This can be accomplished by:

- Ensuring that spaces are equipped with the necessary tools, resources, and technology to support a wide range of activities.
- Designing spaces/platforms that are easy to navigate and understand, minimising confusion and frustration.
- Creating clear and informative signage that directs users to the appropriate areas and resources within a space be it offline or online.

## 3. Opportunities for Social Interaction and Collaboration

Spaces for Encounter should provide ample opportunities for individuals to connect, share ideas, and work together on projects and initiatives. This can be facilitated by:

- Offering a variety of events and programming that cater to diverse interests and needs, encouraging participation and engagement from a broad range of community members.
- Providing spaces for informal gatherings and conversations.
- Encouraging collaboration and group work through the use of shared workspaces, project/breakout rooms, and brainstorming areas.





#### 4. Inclusivity and Diversity

Inclusivity and diversity are fundamental to creating convivial spaces that foster a sense of belonging and mutual understanding. This involves:

- Actively seeking input and feedback from a diverse range of community members during the planning and design process, ensuring that their needs and perspectives are taken into account.
- Providing resources and programming that cater to diverse cultural backgrounds, languages, and traditions.
- Creating safe spaces that are welcoming and inclusive for individuals of all genders, sexual orientations, ages, abilities, and socio-economic backgrounds.

#### 5. Ongoing Evaluation and Adaptation

Conviviality infrastructuring is an ongoing process that requires regular monitoring and evaluation (you can read more about this in the Monitoring and Learning part) to ensure that spaces continue to meet the needs of their users and promote a sense of community and collaboration.

This can be achieved through:

- Regularly gathering feedback from users and stakeholders on the effectiveness of the space in fostering conviviality.
- Implementing improvements and modifications based on feedback and changing needs.
- Monitoring and evaluating the impact of the space on social interactions, community engagement, and overall well-being.

Conviviality is a vital component of successful Spaces for Encounter as it fosters a sense of community, belonging, and mutual understanding. Through intentional design and infrastructuring, conviviality can be promoted and nurtured, contributing to the creation of environments that encourage collaboration, inclusivity, and harmonious living. By recognising the importance of conviviality and taking a proactive approach to its implementation, stakeholders can create Spaces for Encounter that truly serve the needs of their diverse communities and, in turn, contribute to more cohesive, resilient, and vibrant cities.





## MODELS

The management of Spaces for Encounter, which are designed to foster inclusive, collaborative, and sustainable solutions to urban challenges, requires a thorough consideration of different management models. In complex and rapidly changing urban landscapes, these spaces must be adaptable and responsive to the diverse needs, aspirations, and contexts of the communities they serve. Therefore, it is crucial to explore various models of management that can effectively address the multifaceted nature of Spaces for Encounter and their objectives.

By examining and understanding the strengths and limitations of different management models, stakeholders can identify the most appropriate approach for their specific context. These models include public administration-led, public-private partnerships, civic-led, and hybrid models. Each model presents unique opportunities and challenges in terms of community engagement, resource allocation, decision-making, and implementation. Therefore, a comprehensive analysis of these models is instrumental in determining the most effective way to facilitate meaningful participation, collaboration, and impact within Spaces for Encounter.

Furthermore, the successful management of Spaces for Encounter requires a delicate balance between top-down and bottom-up approaches. It should incorporate both the expertise of professionals and the lived experience of community members. Different models may prioritise or emphasise various aspects of this balance, shaping the overall dynamics and outcomes of the initiatives. Therefore, a thoughtful assessment of the management models is essential for creating the spaces that are genuinely inclusive, empowering, and transformative.

- 1. Civic-Led Models**
- 2. Public Administration-Led Models**
- 3. Public-Private Partnership Model**
- 4. Hybrid Model**



CIVIC-LED MODELS



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Civic-led, or Community-led Models, focus on initiatives led and managed by civil society organisations or community groups. These models place the community at the centre of decision-making and management processes. We will explore two potential civic-led models and discuss their respective opportunities and challenges.

### A. Independent Civic Organisation Model

In this model, a single civic organisation or community group leads the development and management of the Space for Encounter.

#### Opportunities

- **Community-centred approach:** The focus on community leadership ensures that local needs and perspectives are prioritised and addressed.
- **Agile decision-making:** A single organisation can make decisions more quickly and efficiently, allowing for faster implementation of initiatives.
- **Empowerment:** This model can foster a sense of ownership and empowerment within the community, leading to sustained engagement and commitment.

#### Challenges

- **Limited resources:** A single organisation may lack the financial and technical resources necessary to implement and sustain the project.
- **Isolation:** The organisation may face challenges in connecting with other stakeholders and accessing external expertise or support.
- **Representation concerns:** Ensuring the involvement of diverse community members and avoiding the domination of particular interests may be challenging.

### B. Collaborative Civic Organisations Model

In this model, multiple civic organisations or community groups work together to develop and manage the Space for Encounter.

#### Opportunities

- **Diverse perspectives:** The collaboration of multiple organisations ensures a more comprehensive and inclusive approach to addressing community needs.
- **Resource pooling:** The combined resources of the participating organisations can lead to increased financial and technical support for the project.
- **Synergy:** Working together, the organisations can develop innovative solutions and build on each other's strengths and expertise.



## Challenges

- **Coordination complexities:** Managing relationships and communication among multiple organisations can be complex and time-consuming.
- **Decision-making conflicts:** Balancing the interests and objectives of different organisations may lead to conflicts and delays in decision-making.
- **Accountability:** Establishing clear lines of accountability across multiple organisations can be challenging.

In both the Independent Civic Organization Model and the Collaborative Civic Organizations Model, different roles within the civic groups and public administration will need to be effectively managed to develop and sustain a successful Space for Encounter:

Role	Description
Civic group leadership - civic role	This group, consisting of board members or community leaders, is responsible for overall strategy, decision-making, and resource allocation.
Project manager/ coordinator - public administration & civic role	This individual or team is responsible for the day-to-day operations, coordination of activities, and communication with stakeholders.
Policy and regulation expert - public administration role	An individual responsible for providing guidance on relevant policies, regulations, and legal frameworks that impact the spaces' initiatives.
Steering committee	Forms a decision-making body responsible for guiding the overall strategy, resource allocation, and collaboration among the various organisations involved in the spaces.
Public funding and resource manager - public administration role	A person responsible for managing and allocating public resources, including funding, infrastructure, and other assets, to support the spaces.



## PUBLIC ADMINISTRATION-LED MODEL

Public administration-led models are initiated and managed by local government entities. In this approach, the government takes the lead in planning, implementing, and maintaining Spaces for Encounter. They provide the necessary resources, expertise, and oversight to ensure the success of these spaces.

### *Opportunities*

- **Strong institutional support and access to public resources:** In a public administration-led model, local government entities provide the necessary financial, human, and technical resources to support the development and operation of Spaces for Encounter. This level of support can ensure stability and continuity in the management of these spaces, and contribute to their long-term sustainability. Additionally, public institutions often have the capacity to mobilise resources more quickly and efficiently, which can be advantageous in addressing urgent or large-scale challenges.
- **Clear regulatory framework and governance structure:** Public administration-led models benefit from existing structures and processes within government institutions. These frameworks offer a defined and transparent set of rules and guidelines for the planning, implementation, and management of Spaces for Encounter, which can help ensure consistency and coherence in their development.

- Moreover, the established governance structure allows for clear lines of accountability and responsibility, fostering trust and credibility among stakeholders and the public.
- **Potential for broad reach and impact due to the government's authority and networks:** Government entities possess the authority to implement policies and regulations that can influence a wide range of stakeholders and sectors. By leveraging their networks and connections with various public and private organisations, public administration-led models can potentially achieve a broader reach and greater impact in addressing the challenges facing urban spaces.

### *Challenges*

- **Bureaucratic processes and constraints may hinder innovation and responsiveness:** Public administration-led models may be subject to bureaucratic processes and constraints that can slow down decision-making and limit flexibility in the face of changing circumstances. This rigidity can hinder innovation and the ability to respond quickly and effectively to emerging challenges or opportunities in Spaces for Encounter.
- **Risk of political influence or priorities shifting with changes in government leadership:** As public administration-led models are managed by government entities, they are susceptible to shifts in political priorities and leadership. Changes in government can lead to alterations in the focus or direction of Spaces for Encounter initiatives, which may result in a lack of continuity and potential disruption of ongoing projects.



- **Limited opportunities for stakeholder and community engagement in decision-making processes:** Public administration-led models may not always provide sufficient opportunities for stakeholder and community engagement in decision-making processes. This limitation can result in a lack of input from diverse perspectives and may hinder the development of solutions that are truly responsive to the needs and priorities of the community. Furthermore, limited engagement may lead to a lack of ownership and commitment from stakeholders, reducing the effectiveness and long-term sustainability of Spaces for Encounter initiatives.

In a Public Administration-led Model, various roles within the public administration and external professionals are involved in developing, managing, and implementing the initiatives. The diverse expertise of these stakeholders allows for the design and execution of projects that align with the community's needs and adhere to local regulations and policies:

Role	Description
Project manager - public administration role	This individual is responsible for ensuring the project's alignment with public administration goals and liaising with different departments and external professionals to manage resources, timelines, and deliverables.
Community liaison officer - public administration role	The community liaison officer is responsible for engaging with local residents, businesses, and community organisations to gather input, address concerns, and foster collaboration between the public administration and the community. This individual ensures that the spaces' initiatives are aligned with the community's needs and priorities.
Sustainability and climate change specialist - public administration role	This specialist provides expertise on environmental and sustainability issues to ensure that the spaces' initiatives are designed and implemented with minimal negative impact on the environment and contribute to climate change adaptation and mitigation efforts.





Role	Description
Community Engagement Specialist - practitioners	A community engagement specialist is responsible for designing and implementing strategies to involve community members in the spaces' initiatives. This professional ensures that the community's voice is heard and incorporated into the project, fostering a sense of ownership and participation among local residents.
Facilitator and Mediator - practitioners	Facilitators and mediators are skilled in guiding discussions, managing conflicts, and promoting collaboration among diverse stakeholders. They play a crucial role in bringing together the community, public administration, and other professionals to work towards shared goals.
Social Inclusion Expert - practitioners	A social inclusion expert ensures that the spaces' initiatives address the needs and aspirations of marginalised and underrepresented groups within the community. They work closely with the community liaison officer and other stakeholders to promote social equity, inclusivity, and cohesion.
Cultural and Creative Professionals - practitioners	Artists, performers, and other creative professionals are engaged to develop cultural and artistic programming within the spaces, enriching the community experience and promoting local cultural identity.
Capacity Building and Training Specialist - practitioners	This professional is responsible for designing and delivering training programs to build the capacity of community members, public administration, and other stakeholders involved in the spaces' initiatives. They equip participants with the knowledge, skills, and tools needed to effectively engage with and contribute to the project.





## PUBLIC-PRIVATE PARTNERSHIP MODEL

Public-private partnerships (PPPs) involve collaboration between public authorities and private entities in the management of Spaces for Encounter. This model leverages the resources, expertise, and networks of both public and private sectors to achieve mutually beneficial outcomes.

### *Opportunities*

- **Leveraging diverse resources and expertise from multiple sectors:** Public-private partnership models enable the collaboration of stakeholders from both the public and private sectors, allowing for the pooling of diverse resources, expertise, and perspectives. This collective approach can lead to more innovative and effective solutions for Spaces for Encounter, as it draws upon a wide range of experiences and capabilities.
- **Private sector participation brings new perspectives and approaches:** Private sector participation can bring in new perspectives, and the infusion of diverse ideas can encourage innovative solutions, enhancing the effectiveness and adaptability of Spaces for Encounter. Public-private partnerships distribute the risks of project development and management, which increases implementation efficiency. The private sector's involvement can also introduce market-driven approaches and business acumen for cost-effectiveness and sustainability.

- **Enhanced credibility and legitimacy through multi-stakeholder collaboration:** Public-private partnerships can bolster the credibility and legitimacy of Spaces for Encounter projects by demonstrating a commitment to collaboration and shared goals among diverse stakeholders. This broad-based support can increase public trust in the initiatives and encourage greater participation from the community.
- **Financial sustainability:** By leveraging private sector investment and resources, public-private partnerships can help ensure the financial sustainability of Spaces for Encounter. This financial support can contribute to the long-term stability and growth of the initiatives.
- **Expertise and capacity building:** Involving private sector partners can lead to the exchange of knowledge and best practices between stakeholders. This collaboration can help build the capacity of all involved parties, strengthening the overall management and development of Spaces for Encounter.

### *Challenges*

- **Governance complexity:** Collaboration between public and private sector stakeholders can introduce complexities in decision-making and governance. Balancing the interests of various parties may prove challenging, as stakeholders may have differing priorities and objectives.



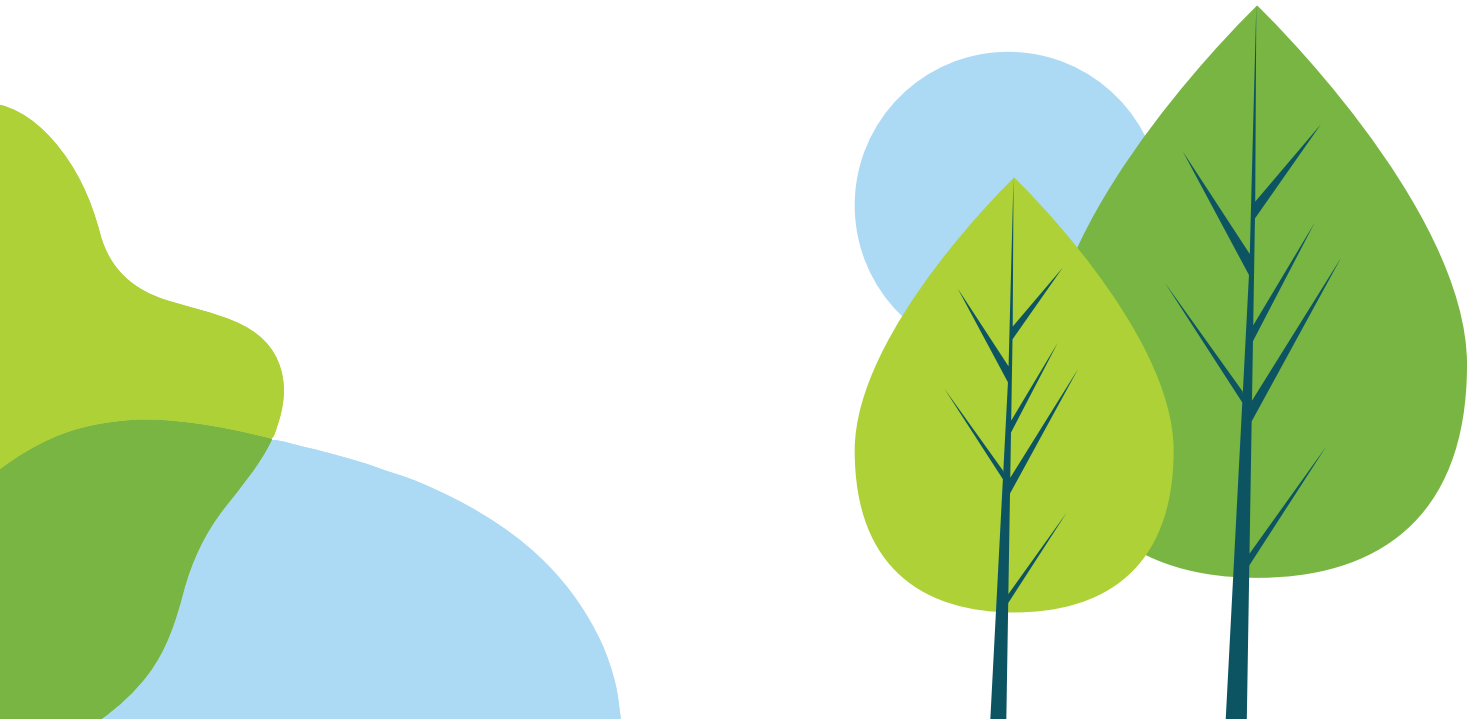
- **Potential power imbalances:** Public-private partnerships run the risk of power imbalances between public and private sector stakeholders. Private entities may possess more resources and influence, potentially leading to unequal participation and decision-making processes.
- **Accountability and transparency:** Maintaining transparency and accountability in public-private partnerships can be challenging, as the involvement of private sector stakeholders may introduce additional layers of bureaucracy and obscure decision-making processes. This can potentially result in a lack of clarity and trust among community members and other stakeholders.
- **Community engagement:** Ensuring that community members have an active and meaningful role in the development and management of Spaces for Encounter is crucial. However, in a public-private partnership model, prioritising community engagement and maintaining a strong focus on community needs and aspirations may be more challenging.

In the Public-Private Partnership Model for Spaces for Encounter, it is essential for various roles from both the public administration and private sector to work collaboratively to ensure the successful implementation and management of the initiative:

Role	Description
Project coordinator - public administration role	A representative from the public administration who oversees the partnership, ensuring effective communication and collaboration between public and private stakeholders.
Policy and regulation expert - public administration role	A person responsible for managing and allocating public resources, including funding, infrastructure, and other assets, to support the spaces.
Private partner representative - private sector role	A liaison between the private sector stakeholders and the public administration, responsible for representing the interests and objectives of private partners.
Business development specialist - private sector role	An individual focused on identifying opportunities for private sector involvement, investment, and support for the spaces.



Role	Description
Marketing and communications expert - private sector role	A professional responsible for promoting the spaces to the broader community and potential private sector partners.
Community Engagement Specialist - practitioners	A professional experienced in engaging with diverse communities, facilitating dialogue, and ensuring that community voices are considered in decision-making processes.
Sustainability expert - practitioners	An individual with expertise in promoting environmentally responsible practices and initiatives within the spaces.
Cultural and arts coordinator - practitioners	A professional responsible for integrating cultural and artistic elements into the spaces, fostering creativity and community identity.
Monitoring and evaluation specialist - practitioners	A professional focused on assessing the effectiveness and impact of the spaces, providing feedback for continuous improvement.





## HYBRID MODEL

Hybrid Models of Spaces for Encounter combine public, private, and civic sector involvement to create various opportunities and challenges for their implementation. We will discuss three potential hybrid models and their respective opportunities and challenges, given the numerous possible combinations.

### **A. Public-Private-Civic Model**

In this model, public administration, private sector stakeholders, and civic organisations collaborate to develop, manage, and support Spaces for Encounter.

#### *Opportunities*

- **Diverse perspectives:** Including stakeholders from various sectors fosters comprehensive and inclusive decision-making processes.
- **Resource pooling:** The combined resources of public, private, and civic sectors can lead to increased financial and technical support for the project.
- **Community ownership:** Engaging civic organisations ensures community needs are considered, leading to a greater sense of ownership and commitment to Spaces for Encounter.

#### *Challenges*

- **Coordination complexities:** Managing relationships and communication among multiple stakeholders can be complex and time-consuming.
- **Decision-making conflicts:** Balancing the interests and objectives of the different sectors may lead to conflicts and delays in decision-making.
- **Accountability:** Establishing clear lines of accountability across multiple sectors can be challenging.

### **B. Public-Civic Model with Private Support**

In this model, the public administration and civic organisations jointly manage Spaces for Encounter, while the private sector provides financial or technical support.

#### *Opportunities*

- **Strong community focus:** With public administration and civic organisations leading the project, the focus remains primarily on community needs and interests.
- **Local buy-in:** Public and civic sector collaboration can foster local support and ownership of Spaces for Encounter.
- **Financial backing:** Private sector support can supplement public funding, enabling a wider range of activities and initiatives.



## Challenges

- **Limited private sector engagement:** This model may not fully leverage the expertise and resources of private sector stakeholders.
- **Reliance on external funding:** Relying on private sector support may create uncertainty and instability in funding and resources.
- **Balancing public-civic interests:** Aligning the goals and priorities of public administration and civic organisations may prove challenging.

## C. Private-Civic Model with Public Support

In this model, private sector stakeholders and civic organisations collaborate to manage Spaces for Encounter, while public administration provides support through policy, regulation, and funding.

## Opportunities

- **Innovation and creativity:** Private and civic sector collaboration can foster innovative and creative solutions to address community needs.
- **Entrepreneurial spirit:** The involvement of private sector stakeholders can bring an entrepreneurial mindset, enhancing the project's sustainability and adaptability.
- **Public sector guidance:** Public administration can provide the necessary policy and regulatory framework to ensure the project aligns with broader community goals.

## Challenges

- **Public interest concerns:** Balancing private sector interests with broader public goals may be challenging, potentially leading to conflicts.
- **Community representation:** Ensuring adequate representation and involvement of the community in decision-making processes can be challenging.
- **Public sector reliance:** The success of this model may be dependent on the continued support and involvement of public administration.

By exploring different management models, stakeholders can tailor their approach to the unique needs and contexts of their communities. This will foster spaces that promote inclusive participation, collaboration, and lasting positive change. All of these different models demonstrate the opportunities and challenges of incorporating multiple sectors in Spaces for Encounter. The specific model chosen should be tailored to the context, needs, and goals of the initiative, as well as the capacity and willingness of the stakeholders involved.





## MONITORING AND LEARNING

To ensure a space remains relevant and impactful over time, it is important to self monitor progress and output, and evaluate whether the space is achieving its goals, such as leading to concrete policy recommendations. Based on this, the way a space is being governed and managed may need to be adjusted. Therefore, monitoring and evaluation must be an iterative process which can be used so that those within the space can constantly learn from and steer the space. Iteration and the idea of learning and thickening consensus through collective experimentation and peer learning is embodied in the Humble Governance approach detailed in the Governance section.

In order to understand what works and what does not, and therefore how a space should work moving forward, monitoring and evaluation is needed. This involves accumulating knowledge and insights from across the space's activities and engaging in joint sensemaking to analyse learnings and identify commonalities. As Spaces for Encounter embrace diverse viewpoints, this process should be framed carefully to create a sense of collective learning rather than unconstructive scrutiny of an activity. Put simply, the focus and intention is to learn together, not to assign blame. This is especially important if the space contains highly polarised views.

In terms of what is being monitored and evaluated, there are two aspects: firstly, whether the space is bringing together the people it aimed to, and secondly, whether the space is producing the aimed tangible outputs. These tangible outputs can be, for example, policy recommendations which are meaningfully considered by a specific department of the city administration.





In order to monitor and evaluate success or impact, clear criteria for success are needed which should be co-determined by the people within the space. These can be used to determine and ask why the goals are or are not being achieved (e.g. why certain demographics do not feel like the space is for them). This collective reflection can be done through 'learning arenas' in which the people within the space collectively debate the information shared and agree together on the potential actions and adjustments that are needed.

Through collective reflection and sensemaking, a greater understanding of how the space and its activities are functioning is developed. Focus should be given to analysing any bottlenecks which are identified as obstructing collaboration and progress towards the shared goal of the space. In some circumstances, these bottlenecks may be legal, financial, or operations, and may require finding new actors to collaborate with to solve them. In some circumstances, there may also be a collective realisation that the methods of the space need to be adapted or even that a different model is needed, as previously discussed.

Based on the results of collective reflection, actions and adjustments should be designed to steer the space. These learnings and next steps for the space should be documented. As this process is central to examining the space, it is important that all processes are transparent and result in direct actions. Furthermore, it is essential to recognise and embrace the idea of the space being a work in progress. This means admitting that you do not always know the best way to do things. By adopting this mindset throughout the space, it can continue to develop and be adjusted closer to its aims. In addition, cultivating networks can enhance monitoring and learning processes within individual spaces. Access to a diverse range of perspectives, resources and expertise from other spaces can help identify new approaches and perspectives that might not otherwise have been considered (more on this in the next part).

A final consideration is that the monitoring and adjustment of a space is a position of responsibility for those involved. In some spaces it may make sense for everyone to be involved in the formal monitoring process. In others, a smaller group may actively orchestrate this; regardless, all members of the space are informally accountable for monitoring progress and communicating learnings and reflections.



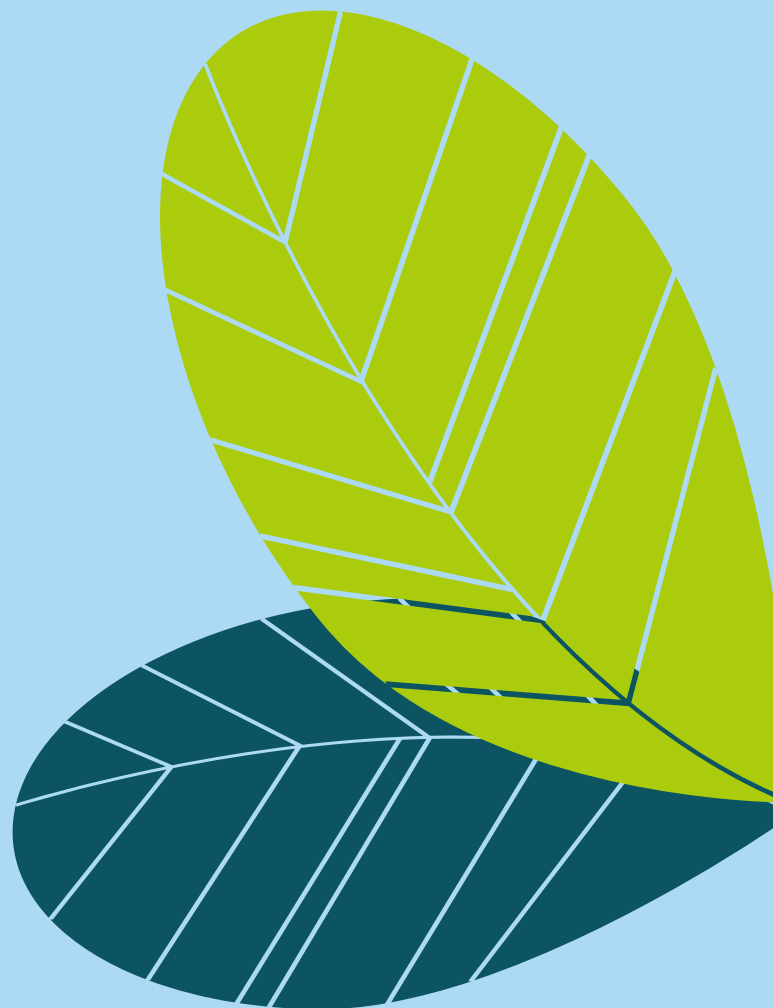


By creating a sense of collective accountability and responsibility, a sense of belonging is generated. Monitoring can also play a vital role in fostering conviviality. By evaluating the social dynamics, interactions, and overall atmosphere of the space, stakeholders can identify areas where conviviality can be improved or strengthened.

Conviviality can also serve as a valuable indicator of the effectiveness of the monitoring and learning processes. A convivial atmosphere can encourage open and honest dialogue, allowing stakeholders to engage in constructive discussions and joint sensemaking. Moreover, conviviality can contribute to a sense of belonging and commitment among members of the space.

By fostering positive social interactions and cultivating a welcoming environment, stakeholders can encourage greater participation. This can help to ensure that diverse perspectives are considered and that the space remains relevant and impactful over time. This also helps to somewhat diffuse power imbalances as all members have an ability to monitor the spaces' actions either formally or through access to transparent documentation of progress and adjustments if they are not personally part of formal monitoring.

As a result of iteration over time, not only should the spaces' goals hopefully be achieved but consensus should gradually thicken within the space, as detailed in the Humble Governance approach. As new members join, there will always be an influx of new ideas and perspectives so this is an ongoing process which does not progress in a linear fashion. Through a focus on learning by doing and reiterating the framework goal and activities of the space, the space will evolve over time and adapt to new events which enables greater longevity.





## CULTIVATING NETWORKS AMONG SPACES

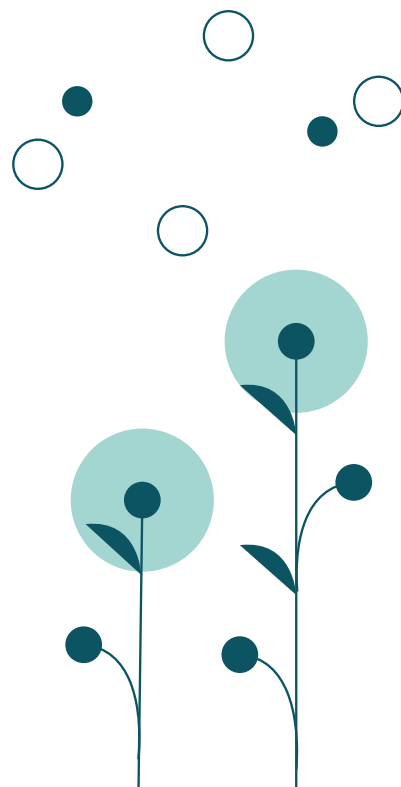
Cultivating networks among Spaces for Encounter offers the opportunity to foster collaboration, share resources, and accelerate learning among different territories and cities. By building strong connections and engaging in knowledge exchange, stakeholders can enhance their collective capacity to create lasting impact within their communities.

### *Enhancement of Collective Intelligence and Learning*

The enhancement of collective intelligence and learning is a crucial benefit of cultivating networks among Spaces for Encounter. Collective intelligence refers to the shared knowledge and insights that emerge when individuals and organisations collaborate, exchange ideas, and learn from one another. This process is amplified when various spaces connect and work together, drawing on each other's experiences and expertise.

One way that networks enhance collective intelligence is by facilitating the flow of information and knowledge between spaces. This can be achieved through regular meetings, workshops, and other collaborative activities that encourage members to share their experiences, challenges, and successes openly. By doing so, stakeholders can learn from each other's strengths and weaknesses and adopt best practices that have proven effective in other spaces.

Another way networks promote learning is by creating opportunities for spaces to collaborate on joint projects or initiatives. By working together, stakeholders can pool their resources, knowledge, and skills to tackle complex challenges more effectively. This collaborative approach not only leads to better outcomes but also strengthens the bonds between spaces and fosters a sense of shared purpose.





Moreover, the exchange of diverse perspectives and experiences within the network can lead to the generation of innovative ideas and solutions. As spaces interact with one another, they are exposed to different approaches and methodologies that may not have been considered within their local context. This cross-fertilization of ideas can drive innovation and lead to the development of new strategies and practices. The enhancement of collective intelligence and learning is a vital benefit of cultivating networks among Spaces for Encounter. By connecting and collaborating with one another, spaces can share knowledge, adopt best practices, and drive innovation. This collaborative approach not only elevates the collective capacity of the spaces involved but also empowers them to create more significant and lasting impact within their communities.

### ***The Network Effect***

The network effect is a phenomenon that occurs when the value and impact of a system increase as the number of participants or interconnected nodes grows. In the context of Spaces for Encounter, harnessing the power of the network effect can create a robust and dynamic ecosystem that fosters collaboration, learning, and innovation.

As more spaces connect with each other, they form a diverse and interconnected network that allows for the exchange of ideas, resources, and expertise. This diversity of perspectives and experiences can enable stakeholders to tackle complex challenges more effectively and generate innovative solutions. Additionally, the increased connectivity within the network leads to a higher level of resilience, as spaces can draw upon the collective resources and knowledge of the entire network when faced with obstacles or setbacks.

The network effect also plays a critical role in fostering a sense of shared purpose and collective identity among the Spaces for Encounter. As spaces collaborate and learn from one another, they begin to recognize their shared goals and values, which can help to strengthen the bonds between them. This sense of belonging and shared purpose not only enhances the stability and resilience of the network but also encourages further collaboration and knowledge exchange.

Furthermore, the network effect can create positive feedback loops that drive the continuous growth and development of the network. As spaces benefit from their participation in the network, they are more likely to invest time and resources into maintaining and expanding their connections. This, in turn, attracts more spaces to join the network, amplifying its overall impact and reach.



In conclusion, the network effect is a powerful force that can significantly enhance the value and impact of Spaces for Encounter. By connecting spaces across different territories and cities, stakeholders can leverage the network effect to create a resilient, innovative, and collaborative ecosystem that drives meaningful change and fosters collective learning and growth.

### ***Glocal Dynamics and Political Landscapes***

Spaces for Encounter operate within complex and shifting political landscapes, characterised by competing interests, power struggles, and evolving priorities. Adopting a glocal approach—one that balances global interconnectedness and local specificity—can help stakeholders navigate these challenges more effectively, ensuring the longevity and impact of their initiatives.

By connecting with other spaces and cities, local stakeholders gain access to a broader range of perspectives, resources, and experiences. This enables them to better understand and respond to the political dynamics at play within their communities. Moreover, a glocal approach can help spaces to transcend local divisions and power imbalances, promoting more inclusive and participatory decision-making processes.

Cultivating a global network also creates opportunities for building alliances and partnerships that counterbalance local power dynamics. By connecting spaces that share similar goals and values, stakeholders can collaborate on joint projects, campaigns, and policy proposals, amplifying their collective influence and impact. This can be particularly beneficial in advocating for policy changes and securing resources for Spaces for Encounter at the local level.

In addition, a glocal approach to cultivating networks can help spaces to adapt to changing political environments. As local priorities and power structures shift over time, a strong global network can provide stability and support, enabling a resilient network to iterate and adapt to continue pursuing their goals. Engaging with glocal dynamics and navigating complex political landscapes are essential aspects of cultivating networks among spaces. By connecting with other spaces and cities, stakeholders can leverage the benefits of a glocal approach to overcome local challenges, build alliances, and promote more inclusive and participatory decision-making processes, ultimately enhancing the overall resilience and impact of Spaces for Encounter.





## Strategies for Building the Network

Developing a robust network among Spaces for Encounter requires the implementation of strategic actions that foster connectivity, collaboration, and trust among stakeholders. The following strategies can help guide the process of building a strong and effective network.

- **Establish a shared vision and goals:** Bringing together Spaces for Encounter with a clear and shared vision is the foundation for creating a strong network. Establishing common goals can help stakeholders align their efforts and work collaboratively toward achieving their objectives.
- **Create a communication platform:** Providing an accessible and user-friendly platform for communication and collaboration is essential for nurturing relationships among network members. This can be a digital platform, such as a website or a private online forum, or a combination of online and offline tools that facilitate regular exchanges of information and ideas.
- **Organise regular meetings and events:** Encouraging frequent face-to-face interactions among network members is crucial for fostering trust, camaraderie, and collaborative spirit. Regular meetings, workshops, and conferences can provide opportunities for stakeholders to connect, share experiences, and discuss ongoing projects and initiatives.

- **Encourage cross-sectoral partnerships:** Fostering connections between different sectors, such as government, civil society, academia, and the private sector, can help create a more diverse and well-rounded network. Cross-sectoral partnerships can facilitate the exchange of expertise and resources, enabling network members to address complex challenges more effectively.
- **Develop capacity-building programs:** Providing training and capacity-building opportunities can help strengthen the skills and knowledge of network members, enhancing their ability to collaborate and contribute to the network's collective goals. Capacity-building programs can focus on various areas, such as project management, conflict resolution, communication, or specific technical skills relevant to the Spaces for Encounter.
- **Recognize and celebrate achievements:** Acknowledging the successes and accomplishments of network members can help boost morale and motivate stakeholders to continue their efforts. Regularly celebrating achievements and milestones can create a sense of shared ownership and pride in the network's collective accomplishments.

By implementing these strategies, stakeholders can cultivate a strong and resilient network among spaces for encounter, fostering connectivity, collaboration, and shared learning that enhance the overall impact and effectiveness of these spaces within their communities.



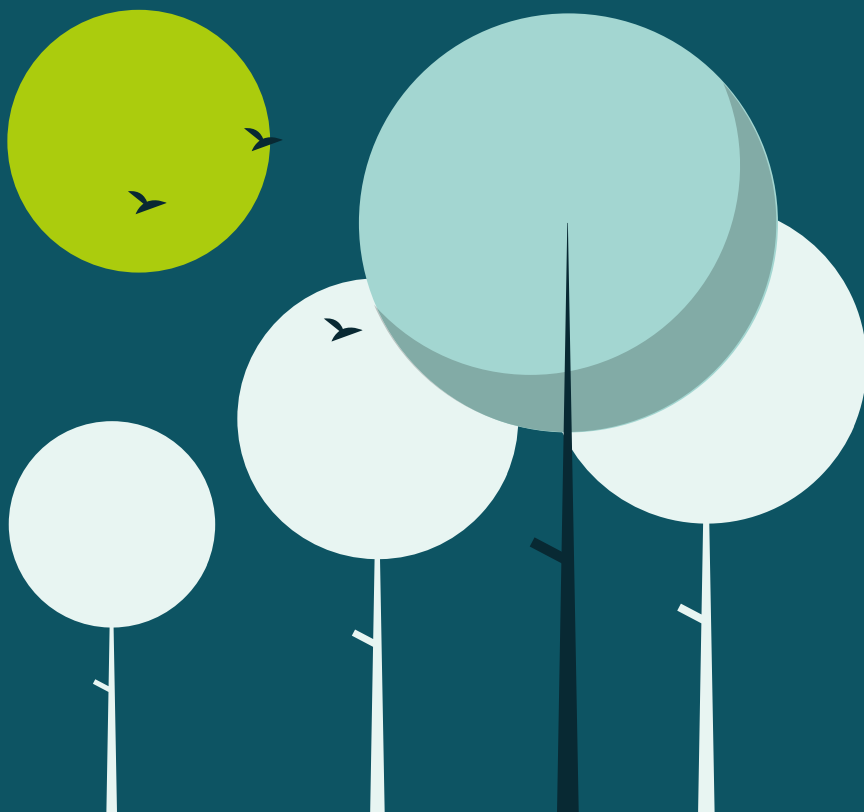
## Activities to Strengthen the Network

To maintain the vitality of the network and to foster deeper connections among spaces, various activities can be implemented that encourage collaboration, knowledge exchange, and mutual support. These activities can range from informal gatherings to more structured programs and projects.

- **Joint projects and initiatives:** Collaborating on joint projects and initiatives can help network members build strong relationships, share resources, and learn from each other's experiences. By working together on shared goals, stakeholders can achieve greater impact and develop a deeper understanding of each other's strengths and challenges.
- **Peer-to-peer exchanges:** Facilitating opportunities for peer-to-peer exchanges, both in-person and virtually, can enable network members to share best practices, lessons learned, and innovative ideas. These exchanges can take the form of study visits, webinars, or online discussion forums, providing a platform for continuous learning and collaboration.
- **Mentorship programs:** Establishing mentorship programs within the network can help foster connections between experienced and emerging practitioners, supporting the professional growth and development of network members. Mentors can offer guidance, advice, and encouragement, helping mentees navigate challenges and maximise their potential.
- **Collaborative research and publications:** Engaging in joint research projects and publications can help network members explore new ideas and generate knowledge within the field of Spaces for Encounter. Collaborative research efforts can contribute to broader understanding of best practices, challenges, and opportunities within the network and the wider community.
- **Networking events and social gatherings:** Organising informal networking events and social gatherings can help to create a sense of community and belonging among network members. These events can range from informal online meetings to themed dinners or cultural activities, providing opportunities for members to connect on a personal level and build lasting relationships.
- **Skill-sharing workshop:** Offering skill-sharing workshops can enable members to learn from each other and develop new skills and competencies. These workshops can be organised around various topics, such as project management, community management, or technical skills.



# CONCLUSION





Through a focus on learning by doing and reiterating the goals and activities of the space, the space will evolve over time and adapt to new events which enables greater longevity. The purposeful planning of the finances, activities, partnerships and learning, the spaces can best support the community to reach its goals. By allowing for flexibility and “exploring the unknown”, and creating enough of a structure, fosters long term collaboration and impact.

We hope that this guide has served as a framework to support your work in creating and developing Spaces for Encounter in your city. Spaces for Encounter connect people, provide a shared context, enable dialogue and action, generate learning and collaborative processes, and help people to collectively organise. They focus on creating spaces that are long-term and that build upon relationships to enable further collaboration.

They aim to gather citizens with different experiences to co-create solutions and decisions with influential stakeholders to combat climate change.

We have introduced the underlying principles that need to be considered, determined and adopted to support you - the city authorities - to create spaces that enable citizens to make decisions on climate issues with the support of you and other influential stakeholders that will impact the community. To create this type of citizen power and multi-stakeholder collaboration links back to our thought of creating a network of actors in the whole city ecosystem to explore how they all can be collectively mobilised towards Climate Action.

To encourage the initiation of the spaces, we have also created workshops to enable you and your colleagues to interact with one another to create these Spaces for Encounter in your city. The aim of the workshop is to open up the initiation, people, governance and management to encourage real life implementation (mock ups) in which you would get hands-on experience on creating Spaces for Encounter or developing your existing spaces.







# RESOURCES: SUPPORTING CITIES IN INIATING SPACES FOR ENCOUNTER





This section introduces various facilitation approaches and principles, methodologies, real life cases of Spaces for Encounter that can support the development of the spaces, and networks and funding opportunities. While the resources we are sharing can be quite specialised, and might be of high interest for expert facilitators, you may find inspiration and incorporate some of the aspects in the design and running of the spaces with the stakeholders. While each of the various facilitation and methodology approaches are different, they all aim to create a better understanding of the ecosystem, embrace tensions and create solutions.

- 1. Facilitation approaches:** Descriptions of various principles of facilitation and approaches that can support the activities in the spaces.
- 2. Methodologies:** Practical resources for creating Spaces for Encounter.
- 3. Stories from the field:** Examples of successful Spaces for Encounter from different cities.
- 4. Training and capacity-building:** Workshops, courses, and webinars to develop the necessary skills for stakeholders.

## 5. Funding opportunities:

Information on potential funding sources to support Spaces for Encounter initiatives.

- 6. Networks and platforms:** Communities of practice and online forums for sharing experiences, learnings, and best practices.

## FACILITATION APPROACHES

### Transformative facilitation<sup>18</sup>

Transformative facilitation helps people collaborate and connect equitably in many different contexts. It aims to remove the barriers to collaboration between different people. It focuses on working through the purpose and objectives of the collaboration, deciding who does which roles, what process and resources are used, and reviewing the different elements of the work.

The stakeholders can be made up of both large and small groups, consisting of teams, task forces, and stakeholders from different backgrounds and positions, and different organisations. Through a process of vertical and horizontal facilitation, a facilitator guides the stakeholders toward the intended goals of the activity. The facilitator supports the participants to understand why they are a part of the problem as well as the solutions to it. The facilitators use these two facilitation techniques alternatively depending on the directions of discussions.

<sup>18</sup> Kahane, A. (2021, August). Facilitate collaborative breakthrough with these moves. *Strategy + Business*. Available at: <https://www.strategy-business.com/article/Facilitate-collaborative-breakthrough-with-these-moves/>



The table below is adapted from Adam Kahane (2021)<sup>19</sup>:

	<b>Vertical facilitation</b>	<b>Horizontal facilitation</b>
Main focus	The group is considered as a singular: for the good of the whole group.	The group is considered as a plural: for the good of each member of the group.
Strategy to move forward	Top-down: relying on expertise and authority.	Bottom-up: relying on participants to choose what they'll do
Organising principle		Equality
Advantages	Coordination and cohesion	Autonomy and variety
Disadvantages	Rigidity and domination	Fragmentation
Context	Policy formation	Community dialogue, multi-stakeholder alliance, negotiation.



19 ibid



	Vertical facilitation	Horizontal facilitation
Examples	<p>The facilitator encourages participants to 'inquire' and speak from their experience.</p> <p>If the group members are too focused on their own view of how to move forward, the facilitator helps the participants explore other options to moving forward.</p> <p>The facilitator helps participants claim ownership for their own actions rather than thinking that a "leader decides."</p>	<p>The facilitator encourages participants to advocate for the point of views they think are correct.</p> <p>When the participants focus too much on "we need to progress" etc, the facilitator brings the discussion back to "what do we agree on."</p> <p>The facilitator tries to find alignment within the group.</p>

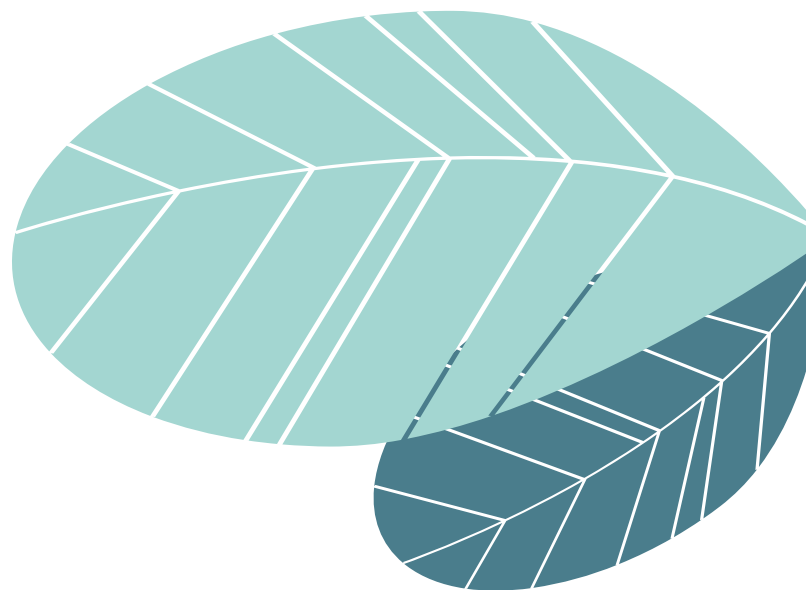
### Time out<sup>20</sup>

Time out is a dialogic approach that aims to increase understanding of a topic and other people. Participants and facilitators create a space to discuss personal experiences relating to a topic that affects or interests all of the participants. Time out's aim is to strengthen people's mutual trust and participation in society, and to engage people who feel uncomfortable taking part in public debate or those who do not typically participate in these events. While Time out has mainly been used to create a better understanding of the various opinions and viewpoints regarding a topic, the values of Time out can be very beneficial to the spaces, and can support citizens' decision making.

<sup>20</sup> Timeout. *Sitra*. Available at: [https://www.sitra.fi/en/archive/?post\\_types=&page\\_number=0&posts\\_per\\_page=20&search\\_term=timeout&publication\\_years=&topics=&projects=&themes=&post\\_tag=&category=&event\\_types=&article\\_types=&blog\\_types=&project\\_types=&case\\_types=8437&environment\\_](https://www.sitra.fi/en/archive/?post_types=&page_number=0&posts_per_page=20&search_term=timeout&publication_years=&topics=&projects=&themes=&post_tag=&category=&event_types=&article_types=&blog_types=&project_types=&case_types=8437&environment_)



Role	Description
Organiser(s)	The organisers organise a dialogue to gather ideas and thoughts on a given topic before a decision making process or to understand different experiences of a topic.
Facilitator(s)	The facilitator is a discussion leader who ensures that the discussions move toward what the participants have aimed for.
Participants	The participants are individuals who are interested in the topic (students, youth, healthcare professionals, freelancers, artists, children, chronically ill people, civil servants, city employees, NGO activists, rural people etc.).
Recorder(s)	There is also a recorder who either records/notes the key themes or what people are saying word-to-word. This is to ensure that what is said in the activities are recorded for future decision making.





Process	Description
The chosen topic and the target audience	The organisers identify who they think would be interested in the topic, who it might be important to, and whether the dialogue is open to everyone. The organisers then choose a topic that affects as many participants as possible, causes tensions and is unclear. The topic should create new understandings and be given a chance to develop. The facilitators can then explore the topic through art, documents and photos.
Ground rules for the discussion	The facilitators lay out the ground rules. Interrupting others is prohibited (except for the facilitator if someone is going over time/topic is not related). Participants are encouraged to share their own experiences with others, and face the conflicts that may arise and collectively discuss issues that have/not been brought up.
Encourage people to talk about their experiences (facilitator)	The facilitators ask reasons and consequences for participants' experiences, and for others to express their thoughts on what has just been said. If it is a large group, the facilitators can assign participants into smaller groups or pairs to do some of the thinking and sharing, and then convene everyone back together. The facilitators have to acknowledge what a participant has said or expressed.
Guidance for conflict and emotional outburst	The facilitators acknowledge the participant(s)' emotional reactions and the conflict that has risen. They ask whether the participants want to set some time to go over the conflict. They also ask the other participants to share their emotions and feelings regarding the conflict. If an emotional outbreak affects the discussion, the facilitators can hold a break. They emphasise that the conflict does not need to be resolved (but that a better understanding should be reached).



## Transformative Scenario Process (TSP)<sup>21</sup>

While TSP focuses on bringing diverse stakeholders together to collaborate and to work together, it can serve as an effective starting exercise to identify the different goals and outcomes that each stakeholder is wanting to achieve. This approach should be adapted to the values of the Spaces for Encounter as well.

Transformative Scenario Process is a foresight method that uses stories of possible futures to create alternatives to a current uncertain and problematic situation. A group of diverse actors transform a problematic situation using TSP to identify, express and explore uncertainties. The process emphasises systemic change, inclusion, root causes as well as the drivers of change. These scenarios are about what could happen and not what should happen, thus the Spaces for Encounter focus on what should and has to happen. These scenarios are plausible, meaning that the stakeholders believe the scenario could happen. They are also clear, accessible, memorable and distinct as well as relevant as they highlight the current situation and concerns. Finally, the scenarios question current assumptions.

The aim of TSP is to identify and explore uncertainties through generative dialogue. The actors are dealing with complex social situations, with non-linear and often interdependent causes and effects. Hence, TSP enables complex and diverse stakeholders to come together. What unites these actors is 'discomfort': a situation that is unsustainable or unacceptable for which the actors feel shared discomfort toward. The aim is to transform their understanding by sharing what they understand the current situation to be, their relationships by working together, their intentions, and their actions. Steps two to four last together between four to eight months, and the 5<sup>th</sup> step lasts another 4 to 8 months or longer.



21 Bøjer, M. (2018, August). Transformative Scenarios Process: How stories of the future help to transform conflict in the present. *Berghof Foundation*. Available at: <https://berghof-foundation.org/library/transformative-scenarios-process-how-stories-of-the-future-help-to-transform-conflict-in-the-present/>



Process	Description
Convening the team	<p>The convening organisation or institution has the power to bring the different actors together. There is a facilitator and scenario editor, who supports the actors to develop the scenarios.</p> <p>There are around 25 to 40 individuals from across the system who are influential and interested in addressing a particular problem which they cannot do alone. The convening entity aims to lower the barriers to collaboration and ensures that there is no pressure to define a common vision.</p>
Observing what is happening	<p>Throughout the process, the facilitators account for different levels of education, languages, value systems and worldviews when engaging with the stakeholders. The team then 'authors' the different scenarios which means that they sign on to the product (scenarios). The individuals need to have ownership over it, otherwise the process was not successful. (E.g. If a scenario has been completed, and the facilitator asks the participants "who produced this?", and they cannot identify with even one of the authors, then the process was not successful).</p> <p>The participants map their core concerns (the agenda does not need to be consensual as there can be disagreements). The actors should map the forces that they believe will shape the future of the concerns (social, technological, environmental, economic, political, cultural, demographic).</p>
Constructing stories about what could happen	<p>The group can use different approaches to choose a few scenarios. They can use a deductive approach in which two key uncertainties are selected due to their high impact. Then the opposite outcomes of the uncertainties are chosen and scenarios are generated for them. The inductive approach has the group brainstorm several possible scenarios, and cluster and refine them until they have 3-4 scenarios. This lasts around 3 to 4 workshops, of which each lasts around 2 to 3 days.</p>







## Conflict management

While this example is not a step-by-step guide on how to manage conflict, it rather highlights the important factors to embrace when conflict arises and what you - the city authorities -, and especially the facilitators, can consider in such a situation.

It may be inevitable that disagreements and tensions arise during the different activities within Spaces for Encounter. Conflict within diverse groups may arise due to lack of effective communication or expectation setting, or lack of trust and understanding of the shared values and norms in the spaces. Hence, creating existing approaches to manage the conflict can help prevent further escalation. It is important to note that it is not necessary to resolve conflicts, rather create a space for people to express their emotions, and to come to some sort of agreement on how to move forward. Furthermore, embracing the conflict means that everyone is learning from that experience.

If you are taking the approach of collaborating with others to problem-solve, conflicts should be seen as something that involves and affects everyone in the space. It is governed by the principle that people can articulate their opinions to satisfy mutual interest and requires honest communication of what is important to the individuals. Such an approach allows people to focus on relationships<sup>22</sup>.

Everyone should embrace the conflict and acknowledge what is actually happening. This can be done through active listening and the facilitators acknowledging the participants' emotions and reactions. The facilitators can ask others to share their feelings and of what has happened. Here, it is important to ask those involved in the specific conflict on how much effort and level of disagreement they can accept regarding the outcomes<sup>23</sup>.

Having trained facilitators helps manage the group as a whole. Most importantly, the solutions or options should be implemented and monitored. This includes setting milestones to identify whether progress has been made as well as how the results will be evaluated. Fostering trust, strong communication, empathetic listening and setting clear expectations are ways to overcome conflict.

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22 O'Leary, R., & Bingham, L. B. (2007). A Manager's Guide to Resolving Conflicts in Collaborative Networks. *The Maxwell School Syracuse University*. Available at: [https://www.maxwell.syr.edu/docs/default-source/ektron-files/inghamolearymanagersguidetoresolvingconflict.pdf?sfvrsn=1b7c1f7\\_5](https://www.maxwell.syr.edu/docs/default-source/ektron-files/inghamolearymanagersguidetoresolvingconflict.pdf?sfvrsn=1b7c1f7_5)

23 Sitra. (2018, September 7). Flare-up of an unexpected conflict in the discussion. *Sitra*. Available at: <https://www.sitra.fi/en/cases/flare-unexpected-conflict-discussion/>



### Open space-method<sup>24</sup>

Open-space method or technology (OST) is a method where participants create and manage the agenda of the activities and meetings. It is often used to encourage participants to have ownership over issues and solutions. Open space-methods can be adopted in situations where the people and ideas are diverse, and the potential for conflict and resolution are high.

While the participants manage the agenda, there is an overall event organiser that sets the theme or question for the meetings. The participants then suggest different topics for discussion. In addition, there are facilitators who oversee the discussions. The whole gathering can last anywhere between half a day to two days. Here it is important to note that Spaces for Encounter are long-term collaboration processes, hence you may find it interesting to adopt certain approaches of the open-method rather than use it as a base for the spaces.



<sup>24</sup> Gay, N. Open space method. *Mind*. Available at: <https://www.mind.org.uk/media-a/4924/open-space-method.pdf>



Process <sup>25 26</sup>	Description
Invitation	There is a gap in knowledge or an important need that resonates with (some) people.
Opening	The facilitators introduce the purpose of the discussion and the organisation of the meetings.
Agenda creatio	The participants write discussion topics on a bulletin board. Then the group decides which topics will be discussed, the facilitators may support the participants in finding the topics. Once the different topics are chosen, some time is allocated for breakout spaces where participants go over the topic. Any participant can suggest a topic, but they should have a strong passion for it. This process usually takes one hour.
Discussions	The organiser can dedicate up to 1.5 hours for the different breakout spaces (sitting in circles). The participants sign up to the discussions they are interested in. After the time is up, participants can move to another discussion spaces.
After the open space	To finalise the process, a report/document is produced with the most important ideas, discussions, data, recommendations, conclusions and plans for immediate action. Here the event organisers and facilitators collect all the findings (topics, questions, etc.) and identify themes that emerge to support strategies moving forward. A few days after the event, the final results are made available for the participants.

25 ibid

26 Herman, M. (2021, May 15). What To Do After Open Space – Inviting Agility. *Michael Herman*. Available at: <https://michaelherman.com/ia/2021/05/15/what-to-do-after-open-space/>



## Civic Labs<sup>27 28 29</sup>

Civic Labs connect citizens with each other and with governments to create tools, activities, discussions and frameworks that advance the practice of civic collaboration. They are innovation labs that are “outside of the structured, rule-bound worlds of government and nonprofits.”<sup>30</sup> The labs can be initiated by governments, nonprofits, universities, citizens, companies or partnerships.

Effective approaches to nurture civic labs	Description
Engage the community	Bring together local and regional stakeholders that are connected to the identified problems. Create synergy among the diverse stakeholders: citizens, technologists, private industry, government and data scientists for innovation.
Define spaces for brainstorming	Define the problem early by as many individuals as possible, and ensure that the spaces are built for innovation and creativity.
Long-term planning	Ensure the spaces are facilitated to increase productivity and impact.
Collaboration	Take into consideration the nuanced and diverse stakeholders and worldviews.

<sup>27</sup> Civic Design Lab. *Our Model for Civic Innovation*. Available at: <https://www.civicdesignlab.org/methodology/>

<sup>28</sup> Community Education Coalition. *Civic Lab*. Available at: <https://educationcoalition.com/civic-lab/#:~:text=CivicLab%20is%20a%20nonprofit%20institute,and%20share%20the%20practices%20broadly>

<sup>29</sup> Smith, K. L. & Souza, K. C. (2016, January 9). *Governing*. Available at: <https://www.governing.com/gov-institute/voices/col-managing-civic-innovation-labs.html>

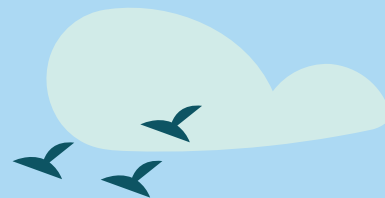
<sup>30</sup> *ibid*



## Social Labs<sup>31</sup>

A social laboratory is where practices and ways of addressing complex social challenges are undertaken by social actors. They are experimental interventions that bring people together from across the system to identify root causes to their problems and collaborate on creating the solutions to them. These actors co-create actions (or interventions) to the issues and try them out within institutions in the community (schools, municipalities or any other representative groups). They are rooted in a stable space that supports the practices required to address the challenges and adopt a practice of experimentation.

Roles	Description
Manager	The lab managers are the project leaders of the social lab. They connect their social lab to different ones and help in designing and implementing the pilot actions.
Facilitator	The facilitators are responsible for the conduct of the lab meetings and have experience in co-creation techniques. They identify key community representatives who could be keen to participate and who could act as mediators in finding other keen participants.
Stakeholders/ participants	The participants bring on board a diverse range of perspectives and experiences. There are usually eight to 20 participants.



31 Shanley, D., Gianni, R., & Meacham, D. (2021, May). Social Labs: A Shared Participatory Methodology for Fieldwork. *Participation*. Available at: <https://participation-in.eu/media/participation-methodological-handbook-for-social-labs-d3.2.pdf>



Process of the lab	Description
First phase	The participants start sharing existing knowledge and understanding of the topic, to help identify a clear problem statement and goals for the social lab.
Second phase	The participants start co-designing the actions and interventions they want to implement.
Third phase	The participants reflect on the outcomes of the interventions and what they have learnt.

## STORIES FROM THE FIELD

### FACTORÍA CÍVICA (CIVIC FACTORY) VALENCIA<sup>32 33</sup>

The Civic Factory is a civic innovation project developed by the CivicWise network, coordinated in conjunction with the Royal Marina of the Port of Valencia, and supported by various public, private, and urban organisations and institutions. The project's inception dates back to early 2016 when a small group of professionals belonging to the international CivicWise network, focusing on Collective Intelligence, Civic Innovation, and Open Design, decided to actualize a proposal that had begun to take shape within the context of an online course on Civic Design.

The Civic Factory was established with the aim of activating a space for the collective construction of the city through the promotion of learning, reflection, and collective action. The primary objective is to facilitate new opportunities for dialogue and collaboration among citizens, public administration, academia, and the private sector.

It is crucial to highlight the initial context of the process: the proposal does not originate from public institutions or private enterprise organisations. Nor is it promoted from an academic perspective or as an activist action linked to the city's major civic organisations.

<sup>32</sup> CivicWise. *Civic Factory Fest*. Available at: <https://civicwise.org/portfolio/civic-factory-fest/>

<sup>33</sup> *Factoría Cívica*. Available at: <https://factoriacivica.valencia.civicwise.org/#2>



Rather, it stems from the vision of a group of young professionals who perceive the opportunity and necessity to activate a new type of comprehensive civic space focused on the collective construction of the city. This space aims to foster environments for collective intelligence and civic innovation, transitioning from protest to proposal.

From the outset, the project has concentrated on establishing a shared culture based on collaborative practices and the desire to generate a positive impact on the city and its territory. This approach has facilitated the coexistence and mutual enrichment of various initiatives, including entrepreneurial projects, cultural events, citizen actions, and urban strategies. The project was designed to be carried out in three phases, although only the first two were ultimately completed, with the second phase differing significantly from its original conception.

### ***Civic Factory Fest***

This experimental and diagnostic phase consisted of temporarily testing and evaluating the operation of the Civic Factory, providing insights into its potential and areas for improvement.

The Civic Factory Fest took place in La Marina de València. This initiative brought together university students, neighbourhood association members, local entrepreneurs, public and private sector professionals, among others. In this phase, various thematic areas such as public space, participation in Valencia, childhood, tourism, and citizenship were addressed.

The event, which lasted a month and a half, involved public and private entities, citizen groups, and professionals from Valencia, as well as collaborations from other Spanish and European cities. This phase enabled the reactivation of the area designated for the Alinghi building hangars in La Marina de Valencia, which had been unused for years.

From October 2016, within just two months, the first working groups were established. These groups maintained dynamic exchanges, broadening the range of possibilities for each group and encouraging greater cross-sector collaboration and diversity of perspectives.

**Camina Marina:** Coordinated by José Luis Gisbert and Chema Segovia, this workshop focused on reflection and intervention in La Marina's public spaces. The comprehensive work carried out, from diagnosis to intervention, enabled the transformation of the area near the Alinghi building through a Placemaking action. This was done using materials and resources available at La Marina, generating greater interest from passers-by and transforming part of the waterfront.







**Made in Valencia:** This design object prototyping workshop aimed to create new synergies between artisans, companies, designers, and the so-called “makers.” In collaboration with FabLab Valencia, the workshop concluded with the production of prototypes that could potentially enter a production chain with the support of local and national artisans and companies.

By embracing the diversity of participants and fostering a collaborative and shared learning environment, the Civic Factory project highlighted the importance of inclusivity and openness in creating effective meeting spaces.

### *Civic Factory 1.0*

During this construction and creation phase, the Civic Factory was established as a permanent space, serving as a hub for various activities and fostering a sense of community among participants. The initial goals were to secure a permanent location through an agreement with the public administration and to continue fostering a vibrant community made up of a wide variety of actors. However, this phase faced multiple challenges and setbacks, which ultimately led to the termination of the project.

Initial negotiations between the project promoters and the public administration started on a positive note, as both parties seemed to share the same vision for the Civic Factory. The verbal agreement was based on the mutual understanding that the public administration







would support the project by providing a permanent location once the Civic Factory Fest had been successfully completed.

However, as the months passed, the negotiations became increasingly complicated, and the public administration became more distant and less committed to the agreement. The promoters faced bureaucratic obstacles and a lack of transparency, which ultimately led to the impossibility of moving forward with the agreement.

The unique value of the Civic Factory lay in its ability to create a space that fostered dialogue and collaboration among various stakeholders, including citizens, the private sector, the public sector, and the academic world. This approach allowed for agile decision-making and flexible solutions during the experimental phase of the Civic Factory Fest, fostering a sense of empowerment and ownership among community members. In contrast, the rigid and top-down approach of the public administration stifled the very qualities that made the Civic Factory a powerful force for change.

When the public administration took over the project, they failed to capture the subtle nuances that had contributed to the Civic Factory's success. They focused on the physical space and programming, neglecting the critical aspect of community building and empowering its members. In doing so, they disregarded the collective effort and

passion that the diverse participants had poured into the project.

Moreover, the monolithic and bureaucratic approach of the public administration hindered the project's ability to adapt and respond to the changing needs of its community. This rigidity ended up stifling innovation and collaboration, as citizens and other stakeholders were constrained by the limitations imposed by the administration. The space, which had been vibrant and dynamic, became a shadow of what it had been, and its potential to drive meaningful change in the community went unutilized.

### *Civic Factory 2.0*

Although not fully realised, this consolidation phase aimed to continue developing and solidifying the project, allowing it to grow and expand its scope and impact within and beyond the city.

The lessons learned from the Civic Factory are valuable for future community initiatives, highlighting the importance of collaboration between public institutions and grassroots organisations, the need for flexibility and adaptability in the face of challenges, and staying true to the original vision and values.

We would like to emphasise at least four lessons learned:

- **The importance of creating events, activities, and contexts that foster conviviality and promote informal Spaces for Encounters and dialogue.** These convivial spaces allowed for greater connection and understanding among the various stakeholders, including neighbourhood associations, the city



council, and public administration officials.

- **The importance of building a community centred around a recognizable territory.** By focusing on the unique characteristics, needs, and resources of a specific territory, the project was able to cultivate a strong sense of belonging, pride, and collective responsibility among its participants.
- **The need to bring together diverse professional and social backgrounds and recognize various collaboration styles.** By fostering an inclusive environment that welcomes people with different perspectives and ways of contributing, the project was able to tap into a wealth of knowledge, skills, and resources that enriched the overall experience.
- **The importance of achieving a balance between structure and freedom within the management model (Extitutional approach:** more details below in Civic Factory as an extitution part). This balance allows for a clear framework for collaboration and dialogue while providing the necessary flexibility and openness for participants to bring their own ideas and initiatives.

The Factoría Cívica project in Valencia, although its specific details may be limited, shares several common objectives and characteristics with the concept of Spaces for Encounter. Both initiatives aim to:

- **Promote inclusive participation:** The Spaces for Encounter concept and the Factoría Cívica project focus on involving citizens, stakeholders, and decision-makers in order to incorporate diverse perspectives into the decision-making process. They intend to provide equal participation opportunities, regardless of an individual's power or influence.
- **Stimulate collaboration:** Both initiatives emphasise the importance of collaboration among participants to address complex issues such as climate change. By bringing together individuals with different backgrounds and experiences, these projects foster the development of innovative and effective solutions.
- **Facilitate dialogue:** The Spaces for Encounter and Factoría Cívica are open communication platforms that enable participants to exchange ideas, concerns, and viewpoints. This open dialogue is crucial for fostering understanding and collaboration among stakeholders with diverse interests and objectives.
- **Prioritise local impact:** Both initiatives adapt to the specific needs and contexts of their respective cities or regions, focusing on local issues. In this way, Spaces for Encounter and Factoría Cívica can create targeted solutions with significant impact on the community.



- **Offer flexible spaces:** These initiatives encompass the creation of adaptable spaces that can accommodate various purposes and activities. This flexibility allows for specific participation in different aspects of climate action or other pressing community issues.

### *The Civic Factory as an extitution*

The extitution is a theoretical concept proposed by Francisco Tirado (2001)<sup>34</sup>, referring to organisations or social initiatives that distinguish themselves from traditional institutions in terms of their approach and structure. The extitution is characterised by its soft materiality, topological connections, variable and floating relationships, and the promotion of movement and openness instead of physical or symbolic confinement. These attributes allow extitutions to foster collaboration, dialogue, and co-creation among different actors, with a focus on empowering “prosumers” as protagonists in the creation and development of projects and activities.

According to Tirado (2001)<sup>35</sup>, the extitution is based on soft and blended materiality, as opposed to the hard materiality of institutions. Extitutions rely on immutable bodies and mobiles that cross different buildings and connect various actors, while institutions are grounded in physical structures and rigid hierarchies. Additionally, extitutions overlap geometric planes in a

topological grid, allowing for the establishment of variable and floating relationships among participants, which in turn promotes movement and innovation instead of routine and constancy.

The Civic Factory can be considered an extitution to the extent that it incorporates these key principles in its approach and structure. Firstly, the Civic Factory is not limited to a specific and rigid physical space but promotes interaction and collaboration among different actors and environments, creating a soft and open materiality. Its focus on creating flexible and adaptable spaces allows ideas and activities to transcend boundaries and spread into the community, facilitating encounters between different people and promoting the co-creation of collective solutions with a positive impact on the common good.

Secondly, the Civic Factory aims to connect people and organisations from diverse sectors and backgrounds, establishing dynamic and adaptable networks in a topological grid. This encourages collaboration and knowledge exchange, leading to more innovative and effective solutions for addressing urban and social challenges.

Thirdly, the Civic Factory allows for the formation of more fluid and adaptable connections and collaborations among participants, instead of focusing on hierarchical structures and fixed relationships. This openness in relationships promotes a creative and constantly evolving

34 Tirado, F. & Domènech, M. (2001). Extituciones: del poder y sus anatomías. *Política y sociedad*, 36, 191-204. Available at: [https://www.researchgate.net/publication/27589050\\_Extituciones\\_del\\_poder\\_y\\_sus\\_anatomias](https://www.researchgate.net/publication/27589050_Extituciones_del_poder_y_sus_anatomias)

35 *ibid*



environment, where actors can interact and collaborate more organically and spontaneously.

Lastly, the Civic Factory emphasises the role of the prosumer, that is, individuals who actively participate in both the production and consumption of goods and services. This approach empowers citizens and allows them to be protagonists in the creation and development of projects and activities, fostering a sense of ownership and commitment to initiatives and community welfare.

The Civic Factory's ability to facilitate encounters between different people and promote the co-creation of collective solutions with a positive impact on the common good is a crucial component that reinforces its extitutional nature. By providing a space where actors can interact informally and openly, the Civic Factory allows people to overcome barriers and tensions that often hinder collaboration and dialogue in more formal and institutional contexts. Moreover, by offering a platform for the exchange of ideas, knowledge, and resources, the Civic Factory facilitates the generation of creative and sustainable solutions addressing the specific needs and challenges of the community.

In summary, the Civic Factory can be considered an extitution to the extent that it incorporates the key principles of soft materiality, topological connections, variable and floating relationships, and the empowerment of prosumers in its approach and structure. Byostering collaboration, dialogue, and co-creation among different actors and sectors, the Civic Factory contributes to the creation of collective and innovative solutions with a positive impact on the common good. This extitutional approach enables the Civic Factory to address urban and social challenges more effectively and sustainably, as opposed to more traditional and hierarchical approaches.

The Civic Factory experience serves as a powerful reminder of the potential for community-driven projects to bring about meaningful change when supported by public institutions and nurtured by a strong sense of collective purpose. These lessons can help guide future initiatives, ensuring they remain true to their original vision while being flexible and adaptable enough to navigate the complexities of collaboration and community building.





### THE GREEN HUB IN GAASPERDAM (THE NETHERLANDS)<sup>36</sup>

A Space for Encounter to create and implement local “Doughnut deals” (See Figure 4) with residents at the neighbourhood level.

Created in 2019 under the impulsion of the CO-CRATOS foundation<sup>37</sup> - a Dutch institute for applied and inclusive science - the Green Hub is located in the premises of a former primary school in Gaasperdam, a deprived South-East suburb of Amsterdam, where more than 50% of residents live below the poverty line. The Green Hub approach and activities build upon the ecological and social principles of the Doughnut economics (developed by the economist Kate Raworth) and the momentum created by the city of Amsterdam<sup>38</sup> when it publicly embraced these same principles as a tool to recover from the COVID-19 pandemic and to create its strategy to be 100% circular by 2050.

36 *The Green Hub*. Available at: <https://groenehub.org/>

37 *COCRATOS*. Available at: <https://www.cocratos.nl/>

38 *Amsterdam City Doughnut*. Available at: <https://doughnuteconomics.org/stories/1>





The Green Hub is meant to be an inclusive and open community space for shared learning and doing around the energy, social and democratic transitions. It gathers on the one's hand: any citizen and local stakeholder interested in participating in the discussions and in the ideation, development and implementation of local projects (the so-called "Doughnut deals"), and on the other hand: sustainability frontrunners, social workers, and vocational trainers.

The projects always start from what motivates residents themselves to act, enabling them to take ownership of their own problems and solutions. By connecting their diverse experiences and needs, a movement "from within" is created that transforms problems into ideas, ideas into plans, plans into projects, and projects into organisation and action. The Green Hub provides the tailor-made support needed to grow the residents' ideas into new projects or businesses, benefitting the whole community.

In recent years, the Green Hub has created an energy cooperative<sup>39</sup> in partnership with the municipality of Amsterdam. 87 solar panels have been installed on the roof of a day-care centre owned by the municipality, and residents can now purchase sustainable electricity at a discount price for 15 years. As a complementary action, some residents from Gaasperdam have received a tailored training via the Green Hub to be able to develop other energy cooperatives in the future as independent project leaders.

Another noteworthy project example is the creation in 2021 of a network of 20 food-waste collectors<sup>40</sup> in the neighbourhood, to produce local biogas and compost. The project was developed with residents, the municipal department for waste and raw materials and the waste-management company Meerlanden. Some volunteer residents are directly involved in the waste collection management, keeping an eye on the collectors and informing neighbours in their community to engage them in the process.

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<sup>39</sup> The Green Hub. *Donut Deals. Stroom delen*. Available at: <https://groenehub.org/stroom-delen/>

<sup>40</sup> The Green Hub. *Donut Deals. Groen gas*. Available at: <https://groenehub.org/gfe-medebeheer/>



## Below is a brief description of all eight Doughnut Deals:



### Smart curtains for a warm and cozy home

This was our very first Doughnut Deal in June 2019, when Amsterdam had yet to become 'Amsterdam Doughnut City'. The purpose of this Deal was to teach a group of women, to independently sew and/or insulate curtains for themselves, and also for others. In addition, they learned to convey the social relevance of insulation, so that energy costs can be reduced. Through all of this, not only are knowledge and craftsmanship promoted, but also cooperative entrepreneurship is developed, and the women earn money, too!



### Co-managing the collection of biodegradable waste

This Deal consists of a local food waste collection. With the help of residents, the municipality and a waste company, Groene Hub ensures that biodegradable food waste (green waste) is collected by local residents in 20 cocoons, and distributed throughout the neighbourhood. All of this waste can then, for example, be composted and turned into green gas. The residents are informed of the results achieved per cocoon via the newsletter or through meetings, and they can take a bag of compost home with them.



### Smart save with the QuickFix Brigade

With this Doughnut Deal, we ensure that residents' energy bills are reduced by actively including them in the measures for this. Using a one-time 'savings package', consisting of small insulation measures and products, residents can make their homes more sustainable - with a little help where needed - and pass on knowledge they gain about energy efficiency to their neighbours. Through this Deal, we are creating social opportunities, entrepreneurship, lowering energy bills, and empowering people to take responsibility for themselves.



### Mini digester into the neighbourhood, rats out for good!

In order to solve this problem, we came up with the following solution along with local restaurateurs and the surrounding school: by processing residual waste in a joint biodigester, everyone's waste bill decreases, we produce green gas together, and rats no longer have anything to eat, thereby leaving the neighbourhood. Located at the Groene Hub, this biodigester is officially in use since May 2022! By doing so, we create a more sustainable food system, we fend off rats, companies save money on waste and energy, and awareness of circularity is growing in a playful way.



**Sharing electricity with your community**

Cooperative Zuiderlicht covers rooftops that can be used for collective solar panels. 87 solar panels were installed on the roof of a daycare centre in Holendrecht. Residents of the area can purchase the electricity generated by these panels at a discount for a period of 15 years. Other residents can invest in the panels at attractive interest rates, making everyone happy! Residents can follow a trainee program to realize these types of projects on their own, for which they can receive compensation through the Cooperative Groene Hub.

**SMARTER with second-hand panels**

This Doughnut Deal arose from the Doughnut Deal 'sharing electricity with the neighbourhood': installing second-hand solar panels on other roofs, such as on the roof of Groene Hub in Holendrecht. The project leaders are trained local residents who, along with young people in training, install the panels in their neighbourhood.

**Sharing HEAT with infrared panels**

In response to the rising gas prices and the war in Ukraine, this Doughnut Deal was created. Using an infrared (IR) panel, you can easily reduce your gas bill by 10 to 15%. This Doughnut Deal will give all residents, even those on a limited budget, the chance to make their heating needs largely independent of Russian gas. By purchasing an IR panel, one local resident allows another less wealthy local resident to receive one, as long as he or she does volunteer work at the Groene Hub in return. As part of the Deal, residents are also made aware of their energy consumption and what they can do to reduce it.

**Life Long Learning (LLL) and DOING**

An LLL course is a custom-made course that places equal emphasis on learning and working. This learning trajectory is intended to reinforce social knowledge in the neighbourhood and the development of residents, as well as their network and work, based on intrinsic motivation and meaning, together with other neighbourhood organizations. This movement is primarily aimed at bringing awareness and development to the participants themselves, as well as more development for the entire neighbourhood.

Figure 3. The eight different donut deals<sup>41</sup>

41 Stijkel, A. (2022, October 18). *Amsterdam Doughnut City. Doughnut Deals as a means.* Available at: <https://groenehub.org/wp-content/uploads/2023/01/Groene-hub-Flyer-Donut-Deal-Expertise-Centre.pdf>





## TRAINING AND CAPACITY BUILDING

**Civic Europe**<sup>42</sup> provides capacity building to locally rooted organisations and partners to enhance civic knowledge and skills, and to support change on a local level.

**C40 Cities Climate Leadership Group**<sup>43</sup> has a knowledge library of different resources such as reports, webinars, policy briefs, videos and research on various topics such as financing green transition, collaboration with different stakeholders, and adapting to climate change.

**The Citizen Lab**<sup>44</sup> provides support to governments wanting to do inclusive and participatory community engagement.

**The State of Finance for Nature in Cities 2023 report**<sup>45</sup> explores opportunities for financing nature based solutions.

**UrbanShift**<sup>46</sup> has a repository of different toolkits from finding resources to fund green recovery on a local scale to creating inclusive planning and data ethics.

## FUNDING OPPORTUNITIES

**C40 Cities Climate Leadership Group**<sup>47</sup> provides funding and resources to cities working on green transition.

**The Civic Europe Idea Challenge**<sup>48</sup> provides funding and support for citizen collaboration ideas and projects. They mainly support areas where there is a lack of community spaces and little or no civil society infrastructure.

**EIT Urban Mobility**<sup>49</sup> is the Knowledge and Innovation Community launched in 2019 to accelerate a mobility paradigm shift to a sustainable urban mobility system and liveable urban spaces. Among its different activities, EIT Urban Mobility has an annual innovation call for proposals where city partnerships are developed to provide living lab environments to test new solutions in real life.

**JPI Urban Europe**<sup>50</sup> publishes several calls a year to support research and innovation in urban transformation.

42 Civic Europe. Available at: <https://wayback-mobile.liqd.net/liquid/http://civic-europe.eu/capacity-building/>

43 C40. Knowledge Library. Available at: [https://www.c40knowledgehub.org/s/global-search/%40uri?language=en\\_US#t=Articles&sort=%40sdateofproduction%20descending](https://www.c40knowledgehub.org/s/global-search/%40uri?language=en_US#t=Articles&sort=%40sdateofproduction%20descending)

44 Citizen Lab. Available at: <https://www.citizenlab.co/platform-online-engagement-toolbox>

45 United Nations Environment Programme, University of Pennsylvania, Penn Institute for Urban Research, & Cities Climate Finance Leadership Alliance. (2023). State of Finance for Nature in Cities. Time to Assess. Available at: <https://www.shiftcities.org/publication/state-finance-nature-cities-2023>

46 ShiftCities. Resource Library. Available at: [https://www.shiftcities.org/resource-library?field\\_subtype\\_target\\_id\[63\]=63](https://www.shiftcities.org/resource-library?field_subtype_target_id[63]=63)

47 C40. Financing the Green transition. Available at: <https://www.c40.org/what-we-do/influencing-the-global-agenda/financing-the-green-transition/>

48 Civic Europe. Available at: <https://civic-europe.eu/idea-challenge/>

49 EIT Urban Mobility. Calls for proposals. <https://www.eiturbanmobility.eu/category/calls-for-proposals/>

50 Urban Cities. Calls. Available at: <https://jpi-urbaneurope.eu/calls/intro/>



## NETWORKS AND PLATFORMS

**Civic Europe**<sup>51</sup> offers mentoring to individuals, initiatives and civil society organisations in Central, Southern and Eastern Europe.

**Eurocities**<sup>52</sup> is a network of hundreds of European cities that supports local coordination and information sharing.

**European Network of Living Labs (ENoLL)**<sup>53</sup> is an international association of different Living Labs around the world.

**JPI Urban Europe**<sup>54</sup> is a hub that connects public authorities, civil society, scientists, innovators, business and the industry to contribute to urban transformation. Currently there are 20 countries engaged in the hub.

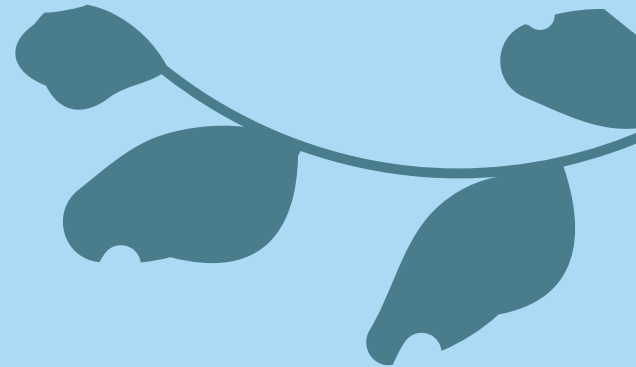
**NetZeroCommunities** is a collaborative board to broadcast and connect the activities and voices of frontrunner citizens on climate action.

**Open & Agile Smart Cities (OASC)**<sup>55</sup> is a network of cities that partners with local administrations to create sustainable impact in cities.

**The Mayor.EU - the European Portal for Cities and Citizens**<sup>56</sup> portal aims to improve cooperation and exchange of information between EU municipalities and the EU. The platform shares good practices of the work done by local authorities.

**The New Urban Agenda**<sup>57</sup> shares best practices of local and regional governments engaging with local communities to drive sustainable urban development.

**URBACT**<sup>58</sup> supports different cities to collaborate on specific urban challenges.



51 Civic Europe. Available at: <https://civic-europe.eu/>

52 Eurocities. There is no Europe without citizens. Available at: <https://citizens.eurocities.eu/>

53 ENoLL. Available at: <https://enoll.org/about-us/#:~:text=The%20European%20Network%20of%20Living,Government>

54 Urban Cities. JPI Urban Europe. Available at: <https://jpi-urbaneurope.eu/about/intro/>

55 Open & Agile Smart Cities. Available at: <https://oascities.org/>

56 The Mayor.EU. Available at: <https://www.themayor.eu/en/about-us/what-we-do>

57 Urban Agenda Platform. Local and regional governments. Available at: <https://www.urbanagendaplatform.org/local-and-regional-government>

58 URBACT. Get involved! Available at: <https://urbact.eu/get-involved>

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