

Lund Urban Lab Report

The Cultural and Creative Spaces & Cities Project



By Katarina Scott & Birgitta Persson

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Urban Lab Material, reports, blogs and stories found at www.futurebylund.se

- Survey questions and accumulated answers
- Innovation model Prof. Mats Thyrstrup Stockholms Handelshögskola
- The Creative Plot abstract plus "this was the creative plot"
- The Creative Tour - Peer-to-peer learning research from Lund University and Halmstad Högskola. Prof Diamanto Politis,
- Value Driven methods
- Scenario building invitation and report
- Hum.org - multi-stakeholder model www.hum.org

Introduction

It has been a privilege and an exciting journey to have been part of initiating and contributing to the European project *Cultural and Creative Spaces and Cities* together with our dedicated partners around Europe. More than ever there is a need to imagine and try out new ways of co-creation and cooperation. We are thankful for what we have learned during this journey. It is our hope that this report can inspire and support anyone who wants to take the initiative to bring people and organisations together to co-create their future.

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1. Background

1.1 About the Cultural and Creative Spaces and Cities project

The Lund Urban Lab is a part of the policy project “Cultural and Creative Spaces and Cities” (CCSC) which is co-funded by the Creative Europe programme of the European Union. The project is managed by a consortium of ten non-profit and public organisations and it is led by Trans Europe Halles, an international network of non-governmental cultural centres.

At the core of this project, there are 7 Urban Labs based in seven European cities of which the City of Lund is one. The goal of the urban labs is to address local challenges shared by cultural organisations, local and regional authorities and other relevant stakeholders and to find participatory and commoning solutions to them.

The overall objectives of the Cultural and Creative Spaces and Cities project are to:

- **Explore** To bring together cultural spaces and local governments to explore urban challenges from the perspective of the commons, co-creation practices and policy development.
- **Learn** To facilitate peer-to-peer exchanges and training of commoning practices for cultural operators, policy makers and other stakeholders.
- **Disseminate** To research, document and disseminate the processes of 7 Urban Labs exploring different urban challenges.

1.2 About Future By Lund, its partners and “handshake-partners”

The innovation platform Future By Lund, owned and managed by the City of Lund, is the CCSC partner and project leader of the Lund Urban Lab. The city of Lund has with the support of the Swedish agency for Innovation, Vinnova, created this innovation platform with the aim to better solve societal challenges and create development and innovations. The scope of the platform is to focus on those challenges where the mandate and responsibility is shared between several stakeholders. Hence, the solution can only be found through collaboration and co-creation.

The Future by Lund platform gathers all of the 12 departments in the City of Lund, the Lund University and 60 diverse partners (companies, science parks, labs and organisations). The Future by Lund platform is one of six city-based innovation platforms in Sweden. Both the cultural department of the city, Trans Europe Halles and the cultural faculties of Lund University are involved in Future by Lund.

At the onset of the project, Future by Lund invited a couple of key stakeholders in the city to be the partners and drivers of the process. Those were the cultural centre **Stenkrossen** (owned and managed by the city) and the cultural centre **Mejeriet** (owned

and managed by an NGO but supported by the city). These two centres are located in the south part of the city. Another partner is the **Science Village Scandinavia** which is a publicly owned company with the task to develop a science village and science centre in the area of the new European Spallation Source and MAX IV Laboratory at the outskirts of Lund. The cultural department of the city was also a partner in the Lab.

In the design process of the project, each Urban Lab partner identified a handful of handshake-partners. Those were partners found both locally and in other regions and countries that had the potential of being valuable sounding boards and test beds for the labs. In the case of Lund Urban Lab, the **Giffoni Innovation Hub** in southern Italy stayed as a handshake partner throughout the process while **Subtopia Cultural centre** and Incubator in Botkyrka, Stockholm joined at a later stage. Also, Den Ny Maltfabrik in Ebeltøft, Denmark joined, but for various reasons did not activate its partnership. The city of Kiruna in the north of Sweden was a partner in the beginning of the project, but due to internal changes in the municipality, they could not pursue the collaboration. Instead the NATSAM collaboration platform that gathers the innovation platforms in Sweden became a handshake partner.

1.3 The Partner Team

The Lund Urban Lab was led by Katarina Scott from the Future by Lund team and Birgitta Persson as facilitator and project manager for some of the Urban Lab events. Other members of the Partner Team was Rosa Rydahl (Manager at Stenkrossen cultural centre), Marcus Lampe (Producer/promoter at Mejeriet cultural centre), Ludvig Duregård (Communications Officer at Science Village Scandinavia and Ellen Andersson (Cultural Developer at Cultural Department City of Lund).

2. The Starting Point

2.1 Building on previous experiences

The design and key concepts underlying the Lund Urban Lab was built on the experiences and knowledge resulting from initiating and managing major collaboration platforms and bigger projects. These include obviously the Future by Lund platform but also the incubator and excubator for the cultural and creative sector called The Creative Plot. During the development of the Future by Lund innovation platform, a set of key concepts, methodologies and experience based practical approaches of building cross-over partnerships, were developed. These are explained in section 3. Key Concepts and Models.

The big EU-project Creative Lenses where the City of Lund together with the partnership researched and developed business modelling for the cultural sector, was key for designing and implementing the Lund Urban Lab.

2.2 Overlaps and similarities between the Cultural sector and the Innovation sector

Since there are so many similarities between the cultural-and creative sector and innovation-and entrepreneurship sector, we realised that the Lund Urban Lab would benefit from working in the intersection of the two sectors. It would also give the participants of the lab the opportunity to meet and network with like minded people in other sectors. What many companies, start-ups and organisations in these two sectors have in common are that they are value driven and that they have a mission to come up with and contribute with ideas, solutions, and improvements that benefits people and society. Though they are idea-based and might have an academic base, they are often practical and result orientated. Their ideas transform into actual products such as theatre performances and electric road solutions. In the process of transforming ideas to production, relations are vital. As a result, these types of organisations put a lot of effort into cultivating relationships and building teams.

2.3 A complex web of policies and regulations

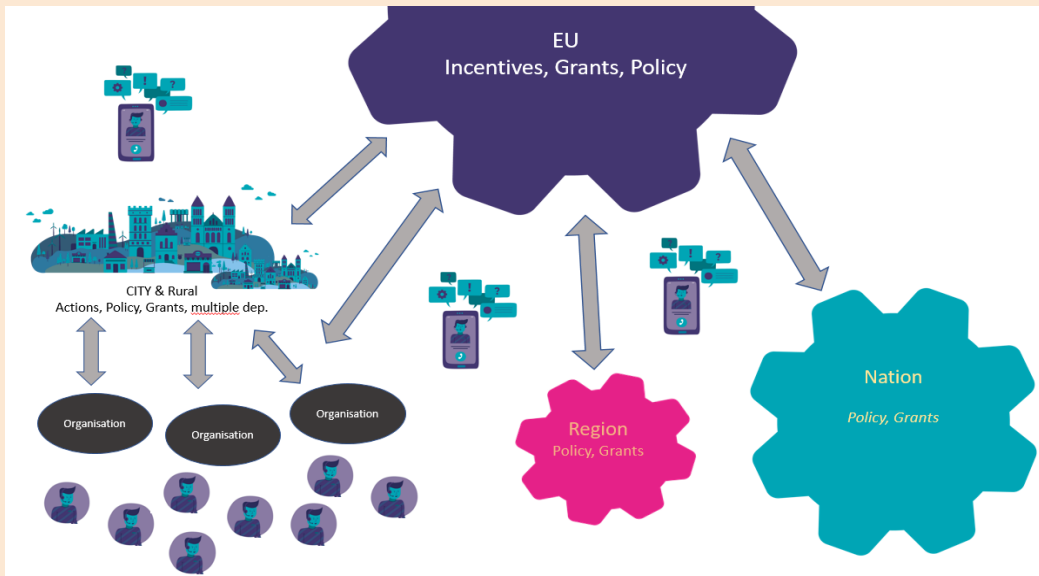
Policies are recommendations and guidelines, but they are not necessarily legislation. The sectors of culture, entrepreneurship and innovation are not protected by legislation as the sectors of education and health care are. This means that the cultural and entrepreneurship sectors are more vulnerable to sudden changes in policy.

The major challenge is rather how to instigate, enable, empower and support collaboration and co-creation across sectors and stakeholders of how to respond to and realise actual steps towards fulfilling these policies?

Each organisation, regardless if it is a small gallery or an established arts institution, is impacted by legislation, regulations and policies on several levels: EU-level, national level, regional level and local level. But there are also policies *within* the organisation, policies that guide for example programming, staff and communication. Moreover, an average cultural organisation is impacted by policies from many different areas and departments, not only culture. Often these are policies related to urban planning and permits, environment, safety and health. Since there is no given priority between the different policy areas, clashes do occur between different policies. As an example, in an average city there would be local policies for business development, mobility and transportation, waste, environment, the SDG 2030 goals, investment policies, buildings and maintenance policies, data and security policies, food and alcohol... and a cultural plan and policy. Then add cultural policies on regional, national and EU level on top of that. When you actually run an operation, all policies might be relevant for the operation. However, it is the law and regulation that is top priority. Everything else becomes secondary.

A major challenge for various stakeholders is the gap between policy recommendations and the real actions. Many policies apply to all departments and subcontractors of the city (such as for example how to handle waste water), however it may be interpreted differently and mean different things for each stakeholder.

With the experience from creating cross-disciplinary and cross-sectoral collaboration mainly through Future by Lund, we concluded that the issue is not that we need more policies. We do already have many good policies in place on inclusion, sustainability, education, innovation etc. The major challenge is rather how to instigate, enable, empower and support collaboration and co-creation across sectors and stakeholders of how to respond to and realise actual steps towards fulfilling these policies? In our Lund Urban Lab, we have therefore focused on researching and testing methodologies that we believe could be beneficial for increased multi-stakeholder interaction and collaboration in the pursuit of societal change and development.



Steering, policies and grants are connected to criteria, rules and goals that are not necessarily connected to each other and they come from many different levels and authorities.

3. Key Concepts and Models

We had a set of concepts, models and methodologies that underpinned our thinking and approach towards the Lund Urban Lab. These we had learned from working with Future by Lund and other projects like Creative Lenses. The most fundamental concepts for the lab were The City as an Ecosystem Concept and the Innovation Zone Model. Other key methodologies and models that we applied and tested were:

- Value-based Collaboration from Point of Value
- Scenario planning
- Excubation The Creative Plot Coaching and Peer-to-peer learning
- Coaching of local partner
- The Insight Model (4-fielder)
- Innovation Platform methods from Future by Lund

Only the value methodology and the scenario planning are described in detail in this report. For more detail on the other methodologies and models, please contact Katarina Scott.

3.1 The City as an Ecosystem

The Lund Urban Lab team agreed early in the process to see the city as an urban ecosystem where all players live in conjunction with each other and the city's physical surroundings and infrastructure. We all, big or small, have an impact in the urban ecosystem. However, most organisations, public, private or civil, are to a large extent busy with their own survival and development. This means that the bigger picture or eco-systems thinking is rarely in focus for them. Understandably, the different stakeholders are often fighting for a bigger piece of the cake (grants, funding, market share etc) which upholds the status quo of competition and polarisation. Momentarily, we are living in times when public resources are shrinking, and urban challenges are so complex that they can only be solved by a multi-stakeholder approach. A mind shift towards the notion of the city as an ecosystem is desirable – and maybe even necessary if we are to manage the challenges? One issue is that no one in the urban structure of departments and units has the responsibility or the task to lay the foundations that makes such a mind shift possible. And if they would have the responsibility, what would be key to make it work? In this report we will share what we have learnt about what is needed for providing the conditions for this mind shift and way of collaborating. And we ask ourselves, is there a new role for the city to play in making this happen?

3.2 The Innovation Zone Model

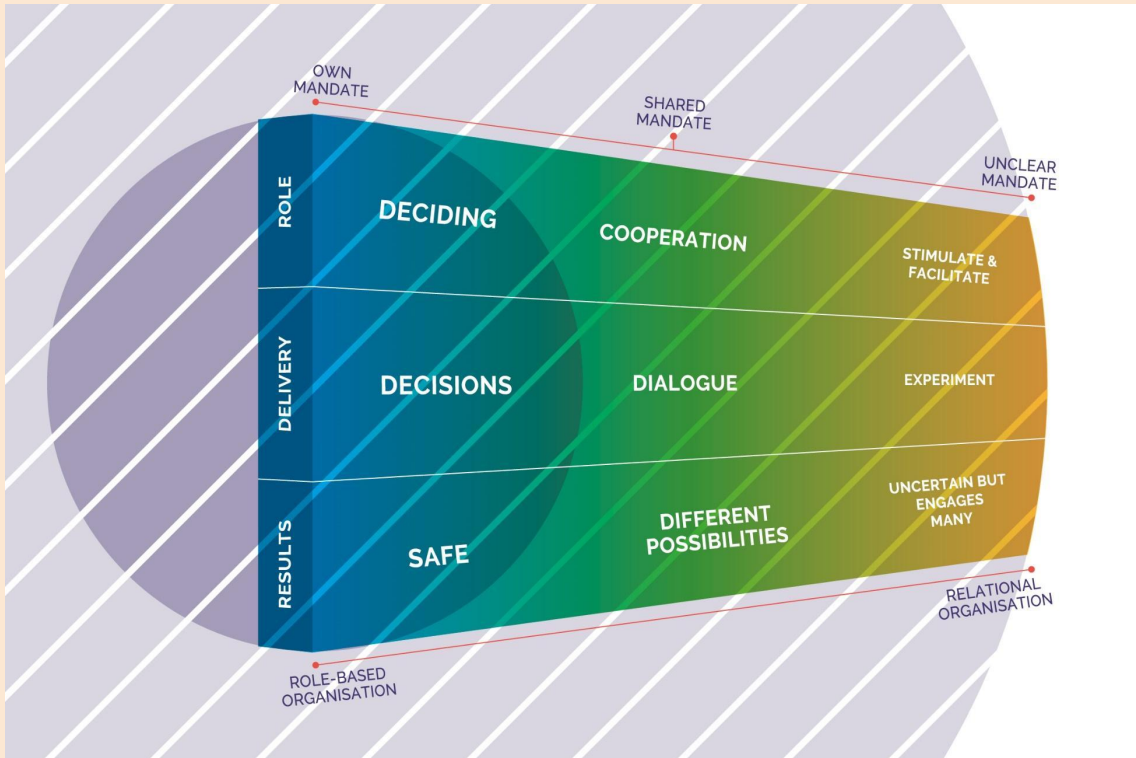
Another key concept and model that has been an important starting point for the Lund Urban Lab, is the Innovation Zone Model developed by Future by Lund and adapted by Vinnova. It depicts the three typical zones for where development and innovation happen and in what way.

The Blue Zone describes situations where the company or organisation is in control and has authority. Here the outcome is predictable, and the process is about fine-tuning, enhancing, adapting and becoming more accurate in the delivery of the product or service. The area of focus is within the organisation where roles, mandates, and decision making are in accordance with the regular way of operating in the organisation. For example, decisions about investments and strategic focus is entirely up to the organisation itself. The Blue Zone is where the organisation or company expands and upscale its product or service.

The Yellow Zone on the other hand, is the area where there might be shared interests between different organisations, but the ownership and mandate are unclear. The risks are bigger, but also the opportunities. Here one needs to test, experiment, share and discover because the outcome is uncertain. The ability to handle this uncertainty is key. This means that there is a big need for trust and reliable relations as well as transparency. In the Yellow Zone, there is a need to facilitate and manage relations, knowledge, risks and processes. Support in the form of seed funding, test resources and methodologies for co-creation is important.

In between the Blue Zone and the Yellow Zone, is the **The Green Zone**. Here the different actors share concepts and ideas. The outcome is neither predictable nor uncertain, but the stakeholders can identify different possibilities and create cooperation through dialogue and negotiation. Expectations within the partnership need to be clarified regarding time commitment, ownership and resources. In the Green Zone joint or shared investments and funding are considered.

In both the Green and Yellow zones, there is no or little ownership and mandate of the process since it is a multi stakeholder environment. One cannot use hierarchical decision making instead one needs to negotiate. Those who manage to bring back and incorporate new ideas and insights into their own organisation (blue zone), have the potential to grow and develop their organisations and make a big impact. This requires change leadership and is often easier said than done.



Ways to organise.		
Blue zone	GREEN zone	Yellow zone
<p>Preservation and controlled based organizing</p> <ul style="list-style-type: none"> • Production orientation • Standardized processes and knowledge • Clear expectations of outcome, predictable "surroundings" • Even work load • Time is not the restriction • Changing in small steps, accuracy • Most important restriction: costs (budget) 	<p>Interlinking cooperation sharing based organizing</p> <ul style="list-style-type: none"> • Task and need orientation – solving/ impact • Collaborations, concepts, prototypes • Balance uncertainty and risk with structure • Balance Ownership with openness and sharing • Managing expectations • Dialog and Negotiation • <u>Multistakeholder</u> Governance • Strength based strategies • Most important restriction: Trust 	<p>Development and challenge based organizing</p> <ul style="list-style-type: none"> • Task orientation – solving/ impact • Tests, adapting and collaborations • Uncertainty and risk management/ Future orientation • Uneven workload, agility focus • Count down clock – sense of urgency • Changes in leaps • Most important restriction : Time

4. The Lund Urban Lab Process

4.1 Moving between Reflection and Action

Using the Innovation Zone Model as a lens, we found ourselves at the onset of the Urban Lab in the Yellow Innovation Zone. Working in the Yellow Innovation Zone means dealing with insecurity, learning through dialogue, and searching for the un-known or just recognisable. And in a lab the outcome(s) is not known. Another factor was that we were operating outside of a single organisation and in that space

in-between organisations, no one can decide over someone else. There is no chain of command or hierarchy – unless agreed. Partnerships are built on needs and shared values & missions. They operate in an agile environment of negotiation and mutual agreement. We as the initiators could only invite and suggest a first framing of the topic (the urban ecosystem concept). If this first framing was interesting and appealing and that the partners saw that this is in their own interest as well as in others, we could move on to explore, create and clarify the goals together. This is an onboarding process that takes time and needs to allow for adjustments and reoccurring clarification along the way.

In the beginning, only the inviting part, Future by Lund as leader of the Urban Lab Lund, had set its own goal. This goal was to primarily explore and test methodologies for creating partnerships and building shared ecosystems and secondly to explore a new role or needed role for facilitating such a process.

During the setup and initial framing of the lab, we decided to work with the lab-process in two levels. One level was the meta-level where we reflected, discussed and analysed on the process itself as well as the various methodologies, models and approaches used from a city perspective. The other level was the actual actions, events and interactions initiated by the local stakeholders, which drove the work of the lab forward. Everybody in the partner team (Future By Lund, Stenkrossen, Mejeriet and Science Village Scandinavia) were involved in both doing project activities as well as reflecting and learning from the process. As the project management team of the Urban Lab we, Katarina Scott and Birgitta Persson, split our roles to match this so that Katarina had a focus on the meta-level while Birgitta was more responsible for the action-level.

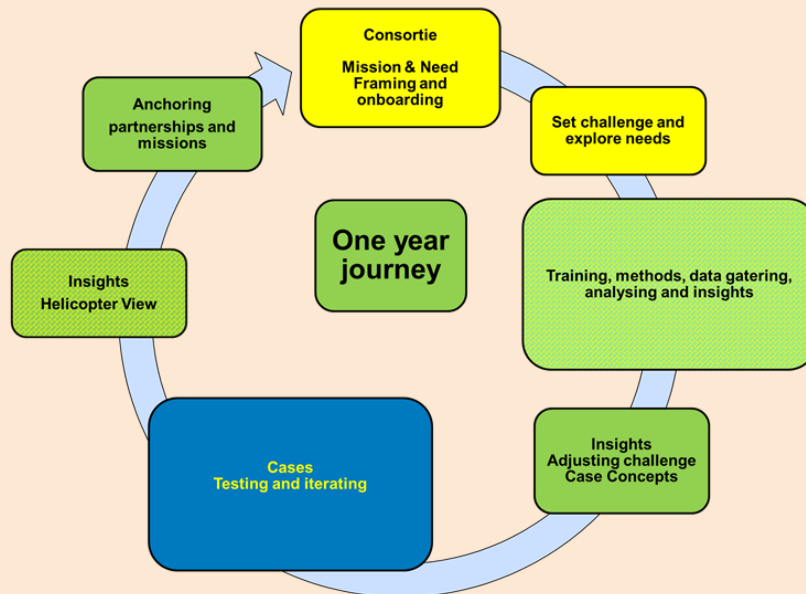
4.2 Finding a common focus: The Young Creators

A conceptual framework for the Urban Lab was presented to the partner team. This framework postulates that the way forward is that we in a higher degree need to build partnerships, share resources and knowledge and support a living and dynamic urban ecosystem in order to sustain and develop our organisations, our partners, the city and the citizens. The question is how one does that, and which methods and approaches are key to nurturing such a development. Such a framework is too big for a lab of one year to deal with. Instead we decided to give the lab and the partner team a more focused challenge. That challenge is about Lund's biggest asset: the young population. The city of Lund has approximately 35.000 university students and 16.000 High School students. All of the partners had increasing problems with reaching this core target group and didn't know how they could stay both relevant and be in closer contact with the young population. Since students only stay for 3–5 years in the city and then they move for further studies or jobs, cultural organisations need to constantly introduce themselves and nurture a culture where older students recommend the new ones to go

outside of the obvious university activities and explore alternative entertainment and experiences.

At the first two meetings in the partner team, we discussed the ecosystem concept and its bearings on the city of Lund. We mapped the different needs of the individual partner organisations, especially in the perspective of the youngsters. When we urged the participants to put themselves in the shoes of young people in the age of 15 to 30 who are interested in cultural activities, the team members realised that they as organisations are part of a “value chain” or a “food chain”. They are all supporting artistic and cultural creation in different stages. One example of how this value chain applies to Lund, is the relation between Science Village Scandinavia and some of the other stakeholders. In order for Science Village Scandinavia to have a local base and local relevance, they need to contract and assign local artists, producers and curators as well as international – but local artists etc would need to have a certain standard. The prerequisite for that to happen is that there is a lively and dynamic scene where young people have access to an infrastructure of studios, rehearsal spaces, stages as well as education, support and inspiration. The work of the cultural centre Mejeriet and Stenkrossen are therefore fundamental for the Science Village Scandinavia to have a local base. The team realised the interdependencies of the different stakeholders in a city and how they by understanding their role in the “value chain” can reinforce it and be of better service to each other and above all; the young population. It was also during this meeting that the partners decided to focus on young people who are involved in some kind of creative process regardless of genre and to explore how the partner organisations by increasing their cooperation, could be of better service for this target group. This became the mission of the lab henceforward.

In this initial phase we decided that as many participants as possible from the partner team should be able to go to the CCSC start-up conference in Brussels 3–5th of April 2019. The Brussels conference became an important joint experience and we learnt about new methodologies that were later applied in the Urban Lab such as the Community Canvas and Multi-stakeholder Decision Making model.



The main steps of the Lund Urban Lab, “The Ecosystem Bootcamp”, one-year process.

4.3 Finding out more about Young Creators

We had decided that our mission was to support young creators in Lund, but we realised that we needed to know more about them before we decided our next steps. All we knew was based on our experience and a lot of assumptions. The next logical step was to gather relevant information, studies and knowledge around youth in Sweden. The project management team researched and compiled existing reports and studies in Sweden and made a summary. The type of reports that were gathered were written by the Swedish Ministry of Culture and the Swedish Ministry of Business and Trade. There were also results from a couple of regional surveys across Sweden and surveys about young people in Lund. We had furthermore access to aggregated data from grants applications for youth culture and leisure. When analysing these reports, we came to the conclusion that very little in the reports and surveys focused on the conditions for young people to create themselves. Instead all surveys were focused on how young people participate in and consume culture. We were left with the question of what drives young creators, in general and specifically in Lund? We were convinced that this specific target group of creators was crucial for all the partner organisations involved as well for a dynamic and lively urban ecosystem.

But where do young creators hang out? What do they create and how? What drives them and what and who supports them? In order to understand this, we decided to craft our own survey targeting the creatives and entrepreneurs in the age group between 16-24. The partner team agreed on a set of survey questions, based on a combination of the summary of existing reports and surveys and our own questions, analysis and insights. The Future By Lund team handpicked two persons (students) with connection to high schools in Lund (Lund Summer Entrepreneurs and High school student board) and university students (Student Communication and NGO

centre) to conduct the survey. They were to approach young people who were driving their own ideas and projects, people who were actively involved in student associations, local youth culture projects, makers, entrepreneurs, artists and likewise. In all, 142 people in the age group 16–26 were interviewed. After the interviews, the Future By Lund team made a follow-up interview with the two people carrying out the survey to catch their insights and observations during the process.

The result of the survey was compiled by the Future by Lund team and presented to the partner team. Together we analysed the results and discussed what this meant to our mission as a lab and as individual organisations. The main outcomes of the survey were that those young people who are active creators, create either at home or digitally or both. They also showcase and present their work digitally. But many of them are looking for a physical space such as studios, workshops and co-working spaces. The reason for them to seek up a physical space would be to: 1. meet people, 2. learn, 3. create. To the question who encourages you to create, the overwhelming answer was “myself” and then came friends and family and in third place a teacher or mentor. We were first surprised by the answer that “myself” was so overall important, but we realised that in order to stick to your creative work, you need to be highly self-motivated.

It came out very clearly from the survey that if young people would visit a space for the first time, it is important that they feel WELCOMED and that the situation is CLEAR (they know what to expect). They would expect to visually experience the place first digitally before visiting it physically. The analysis in the partner team spurred a discussion if there was a need for a neutral “connector” in the form of a platform that guides young people to possible activities that they could explore. Also, how could the partners and related stakeholders in Lund support young people in Lund in their journey from consumer of culture to creator of culture? And by doing so, how can the partners support their self-realisation and offer more ways for social mobility and an increased access to the tools? Spaces and means connected with cultural production and creation?

4.4 Involving local stakeholders in the analysis of data

Involving local stakeholders directly in the analysis of a survey or research is quite unusual, they usually only get the final conclusion. As an individual cultural organisation, you have limited access to survey results and data and very little time, resources and knowledge to gather data and process the results. It's a typical strategic role for the government level to produce data, statistics, reports and research used for policy and recommendations and then distribute the final result. We experienced that by involving the local stakeholders, in the first instance, to formulate the questions and then to analyse the response, we created valuable insights and a common knowledge base across the partnership. It spurred a discussion informed by new and relevant data

and it reinforced both the motivation to work jointly for the target group and gave important insights in relation to what needed to be done in the individual organisation.

4.5 Re-adjusting the goals

With some new methods acquired from the Brussels conference and new knowledge about the target group, we adjusted our goals. The partners got the task to re-write their own goals within their organisation and also to come up with a plan of how to achieve them by outlining what they wanted to test and learn. The individual goals should be in line with the overall goal of creating ecosystems and supporting the target group. The partners got seed funding to carry out their plan. We also asked for their needs in terms of support, methodologies, mandate from the city and what we could set up as shared activities. We also investigated preferred new partners, networks, leads for solutions and how we could share this work.

Both Mejeriet and Stenkrossen re-wrote their goals. For Mejeriet this meant instead of providing a studio, the new focus was to develop a media lab and a strategy for deeper involvement of volunteers. For Stenkrossen it meant to build a new model for its stakeholders using inclusive methods and to involve the university entrepreneurs.

We also needed to have a new testing plan that took into account our new knowledge and methodology. The Future By Lund team was asked to help out with contacting the Lund University Art faculties and to create a connection to Lund University's entrepreneur hub, Venture Lab. It is easier as a city representative to approach the university than if you are an individual cultural organisation. We created a partnership with the department of Digital Cultures with the basis of having Mejeriet as the students' big study project during the Autumn semester. After some short meetings within the innovation networks, we could also set up a meeting and suggest a possible new partnership between Venture Lab and Stenkrossen focusing on Stenkrossen's makers area and coworking space.

Mejeriet began developing their volunteer strategies and Stenkrossen developed a new model for the co-working area including new rules, policies and structure. Stenkrossen followed the eco-system methodology that we were developing and included stakeholders connected to the centre. Mejeriet and Stenkrossen also started their own collaboration and in this also included other local stakeholders like Radio AF and the Museum of Sketches. New partnerships and collaborations started to take form and the initiative did no longer come from the project management team.

During this time the Science Centre went through a series of internal and external changes. They therefore took a role of coaching, analysing and supporting the partners

instead of driving a project of their own. It is always a matter of timing and we therefore left it open and possible to participate in a different way.

4.6 The next phase: testing methodologies, widen our perspectives and anchoring the partnership

We now stepped into a new phase focusing more on testing various methodologies and how to reach out and expand the ecosystem. To make this possible, we needed to include more people and introduce them to the ecosystem thinking and methods. We therefore decided to host a workshop in Lund on the topic “Multi-stakeholder Governance” by HUM.org whom we had met at the CCSC Brussels Conference earlier in the year. We decided to include the workshop in the Future by Lund Innovation Platform Conference in order to get a wider spread and visibility as well as credibility. The workshop and adjacent meetings were held in August 2019 at Mejeriet and included stakeholders from the sectors of culture, innovation, entrepreneurship, business, Lund City departments, local politicians and the Region of Skåne.

During the Autumn, each organisation went into testing and developing in accordance with their plan. The project management team stayed focused on coaching and supporting their work. Mejeriet was now working with Radio AF and the Museum of Sketches for the first time which contributed to “saving” the Eter festival that this year had got no funding. Mejeriet also changed its initial goal based on new insights from the surveys. Now Mejeriet wanted to focus on providing access and support for media- and music production, storytelling, promotion and communication. The students from Digital Cultures did their 3 months long projects based on Mejeriets’ challenges and provided new suggestions for development. Thanks to this, Mejeriet decided to take the project further involving young creators and made a grant application to the Region Skåne. It was eventually granted (January 2020) which made it possible for Mejeriet to scale up its efforts to involve and support young creators to the entire region. Stenkrossen started a process of creating new policies and rules for the co-working space focused on sharing and levels of participation. This was backed up by a series of workshops to promote methods and learning for the organisations and people involved. A new cooperation with Venture Lab organisation was set up and a process of how to work together giving access to students to Stenkrossen.

In the beginning of the project, our starting point was to get an understanding of the needs in Lund, on several levels and we explored the concept of urban ecosystems. During a few months, we had now been working much more hands-on with activities and events, making impact and testing methods, ideas and concepts – but mostly within our own partnership. We could see some actual outputs and rippling effects when Stenkrossen and Mejeriet started to apply these methods. They started to include this in their own networks and partnered up with Venture Lab, Digitala Kulturer Lund University, Skissernas Museum, stakeholders at Stenkrossen, Radio AF and new

contacts nationally. The next part to figure out in the Lund Urban Lab was how to sustain these initial initiatives. We again needed to reflect, get new perspectives and probably acquire new knowledge. We needed to anchor our new partnerships.

4.7 Co-creating scenarios about the Future

So far, we have been mapping and discussing current needs, challenges and opportunities in the city, but we have not thoroughly addressed the bigger challenges and opportunities that lie several years ahead and that we know very little of. To widen perspectives and get a balcony view of the development, we decided to organise a two-day workshop using a scenario building methodology based on intuitive logics from Point of Value. Scenario planning gives leaders and people involved in strategic planning the opportunity to test how they would act in a simulated future. It is not about predicting but about to prepare for those changes that are about to come.

We had used this method successfully within the Future by Lund partnership before. We were appealed by it because it promotes a non-polarized thinking, just like the multi stakeholder governance method by HUM.org. Scenario building and predictions about the future is often provided by experts in condensed reports. The scenario building methodology using intuitive logics takes a view that everyone has knowledge of the future. You do not need to be an expert to be involved in a scenario building workshop. By participating in the creation of the scenarios, the knowledge and insights created from the co-creation process, becomes internalized. It's not only the results of the work that is important. The process of drawing conclusions and understanding underlying events promotes a way of “reading the world”. When we have created the scenarios, we can develop strategies and plans for mitigation. It also often provides the participants with a sensitivity for changes in the direction of any of the future scenarios. This makes it possible to act earlier based on an understanding of possible outcomes.

In order to do scenario planning successfully, you need to frame it with a sharp and provoking question. We went back to one of our first questions when framing our Urban Lab, the one about the vulnerability of the cultural and creative sector. Since culture, innovation and entrepreneurship is not a law restricted area like health care or education, it is to a high degree impacted by changes in policies, politics and economy.

We sent an invitation and framed the invitation like this:

“It is highly likely that we in a few years’ time will have big cuts in public resources for culture and similar areas. Simultaneously we see an increase in political powers that will limit provocative culture and critical thinking. What are the conditions in the future for us to be creative and innovative? That we challenge and question the status quo? That we are

self-motivated, create value for others and are driven by what gives us meaning – in regard to only producing useful and immediate results?

We hosted the workshop in December 2019. We invited local partners and stakeholders within culture, entrepreneurship and innovation and other relevant stakeholders on a national level. After two days of intense working and thinking, sharing and creating insights and understanding of key events for change, we ended with giving all participants the possibility to make their own embryos of strategies to cope. The workshop could be used as an exercise of thinking, a test of a new methodology or to give hands-on keys for the future. It's easier to talk about coming challenges, having shared thoughts about the future and also hearing each other's takes on this.

Some of the comments from the scenario workshop captured after a month showed the spread of impact. But noticeable was that the creation of “insights from the future” have impact when it includes the one affected and owning the problem or possibility. Some comments from the participants below:

In addition to learning about the methodology, I included the following:

-It is valuable with a holistic approach and lateral thinking. What influences the cultural policy area is outside the cultural policy.

We come back to the fact that it is when people meet and have time to talk and share experiences that real opportunities for future collaborations and business development arise.

*It is important that the art and culture are in a clearer social system / context.
More mix to learn, know and think things together across industry boundaries.*

To create scenarios is like rehearsing for the future. Scenarios are plausible. They break stereotypes. You look around corners, isolate decisions needed and analyse the driving forces, the predetermined elements and the unpredictable and uncertain factors. And it is the most fun and stimulating thing I've done in a long time: We need to start doing scenario planning within city development!

YES! I have definitely taken things with me and also started to work on a scenario we did where a future political majority is starting to steer everything much harder. "Cultural prepping" has begun: an inventory of like-minded organizations, technical resources that can be borrowed / lent, premises that need to be protected, possible ways of financing other than cultural support, etc. "Cultural shelters" simply. Very valuable days.

It is good that all participants met in a "no man's land" outside everyone's usual activities and where the goal is not to solve any business problems or tell about fantastic successes, but to gain new perspectives. I think it made everyone go home with a feeling of being strengthened, without necessarily knowing exactly which way. What comes up now just over two months later is precisely the importance of, and the will, to be open to more perspectives. Somewhere there are also the possibilities.



4.8 Exchange and training in Barcelona

We wanted in the next phase to put our experience in perspective and learn from others outside of Lund and Sweden. Our next step was therefore to do a training and an exchange with one of our partners in the project, the Coboï Lab, (Laboratori d'Innovacio Social de Sant Boi de Llobregat) in Sant Boi, Barcelona, Spain. The reason for choosing Coboï in Barcelona was that they like the City of Lund and Future by Lund work in the intersection of cultural & creative industries and entrepreneurship & innovation. We were excited to learn about their experiences. Since Barcelona is considered as the Capital of Innovation in Europe, we wanted to find out more of what had paved the way for this success. Our visit started with a seminar and meeting with the Coboï team and invited guests as follows:

Sergi Frías - Head of Coboï lab

Marcela Arreaga - Strategic designer at Coboï lab

Angela Herrera - Project manager at Coboï lab

Isabel Sarrate - Strategic coordinator in Sant Boi city council

Juanjo Esteban - LAC coordinator

Xavier Pérez - Responsible for Culture Neighborhoods Program

Antoni Xavier Fernandez - Head of the citizen participation department

Manuela Herrera - Citizen participation department

Carol Jauregui - Creative and Graphic Designer

Ricard Benítez - Generalitat de Catalunya

We also met and visited a wide range of organisations, NGO:s and city departments during our visit with the ambition to widen our perspectives and get different inputs:

- The cultural centre Can Batlló
- Fabriques de Creació de Barcelona - Barcelona Art Factories (Rosa Gibert)
- Barcelona City Council: Anna Majó Crespo, Barcelona Activa, Barcelona City Council Directora Técnica d'innovació Digital and Isabella Longo, BIT Habitat, Barcelona City Council, Project manager Ca l'Alíer
- Platonique/Goteo at [Fabra i Coats](#)
- [BAU](#) – The Design College of Barcelona. The Research Group on design and social change. Jaron Rowan
- FabLab, Barcelona

The team from Lund consisted of Rosa Rydahl from Stenkrossen, Marcus Lampe from Mejeriet, Katarina Scott from Future By Lund and Birgitta Persson, project manager. A recurring theme during our visit was to compare and analyse the perspectives of local organisations and those of the city authorities. Where do they clash and what seem to be successful approaches to satisfy and strengthen both the mission of the city on policy level and the needs of cultural organisations, artists and the community? The visit gave us an opportunity to see ecosystem thinking in action and on a bigger scale than in Lund. One of the biggest insights we had from our first seminar at Coboí is that from an authority level you need to work “by proxy” to create a closeness to the needs and drives of the people doing and living it. This means that a region can have more success by partnering up with an organisation (a proxy) that has the knowledge and credibility to work directly with the target groups.

Spain has a vivid culture of activism and citizens' participation that relates back to the fight for democracy. One of the key strengths that Can Batlló mentioned was that they had a long experience of self-organising in democratic structures as well as how to communicate effectively that dated from the seventies and the eighties.

We also noted how the City of Barcelona, Can Batlló and Sant Boi reward volunteer work. There are for example citizen managed libraries and makerspaces made possible through the exchange of working hours for resources or spaces. Interesting is also the struggle of how to balance self-management visavi agreements connected to places and funding.

It was also obvious that the history of activism and tougher conditions in Barcelona had created other models that perhaps would be useful for us to be inspired by. In Sweden we rely deeply on public funding with a different system of control and steering. To get more involvement we will have to let go of control, but still be able to distribute resources in a fair, transparent and understandable way.

Visiting and explaining for our hosts who we are and what we do also gave an insight about ourselves, to understand that what is normal for us is new to someone else. Our previous work had provided new glasses to see with, a shared language and an understanding of our different challenges.

The visit to Barcelona was very rewarding and insightful. Spending time and exchanging ideas and experiences in an international context gave us a perspective of what is specific for Sweden and what seems to be common challenges and conditions for change. It is sometimes easier to understand your own context when you put your own situation in perspective to something. And again, to have the opportunity as a local organisation to spend time thinking, learning and sharing with colleagues abroad is a rare opportunity.

Barcelona investerar verkligen i kultur. Genom att skapa Barcelona Art Factories har man säkrat några fastigheter (investering på 23,5 miljoner euro) för att kulturhusen ska kunna fortleva och man ger verksamhetsbidrag om 2,4 miljoner euro årligen till 11 organisationer. Detta ger stabilitet och förutsägbarhet för kulturhusen som har fortsatt självständiga organisationer och program. Den politiska strategin för investeringen är ”starta kreativa radiatorer i specifika distrikt för att öka social sammanhållning och utveckla nya aktiviteter”. Å ena sidan kan detta drag från staden ha varit avgörande för att säkra många av de ställen som annars skulle föra en tynande tillvaro (Hangar tex) och å andra sidan är Barcelona Art Factories bara ett varumärke och en hemsida. I min analys har man haft som ambition att få struktur, ordning och investeringar på plats för att säkra upp de enskilda kulturhusen och så har man satt en snygg marknadsföringsram på det hela. Det jag saknar är en ambition och driv att koppla denna investering och kraft till vad man gör på innovationsområdet och commons-området.

The Barcelona approach is different from how we operate in Sweden, but it gave input of what could possibly be applied in Sweden. For example, to work by proxy such as the Catalonia region does, support change facilitators and the very practical exchange of volunteer hours for free rent as in the case of Can Batlló.

4.9 Training in clarifying personal values and agreeing on team values

Our last and important piece of anchoring the new partnership was a training in Lund focusing on personal drives and values. Focusing back on the stakeholders and their personal drives, was important to help sustain the relations over time. The plan was to organise a series of workshops, one connected to cultural entrepreneurship focusing on drives and methods. And a second about personal values and shared team values. The invitation was just about to go out to all our local stakeholders, partners and European handshakes partners. And then came Corona.

As for everyone else, everything had to change. No one could travel or be together in big groups. No one knew how long it would last or how bad it could get. We had to adapt our planning. The workshop in personal drives in connection to entrepreneurship was changed into a digital version with lectures, a panel and streaming. The personal values workshop was made into a smaller version that only included the local partners Mejeriet and Stenkrossen.

The participants were invited to rank their personal values using Point of Value's tool Value.Online. At the workshop the participants received their individual maps displaying which values they currently prioritise the most. In small groups of 2 or 3, the participants shared experiences and stories of what these values mean to them. The reason for this is that when we talk about values in general, they remain abstract concepts. Through storytelling the participants share what his or her most cherished values mean and why they are important. In the second stage, each participant made a visual self-presentation to the rest of the group. In this presentation the participant tells the team members what is important for him/her in relation to relational atmosphere, ethical behaviour, performance of the group in order for him/her to be proud and be a member. In the third stage, all participants discussed the goals for the partnership between Mejeriet and Stenkrossen. All participants were asked to rank individually what priorities, behaviours and values should be shared by the partnership in order for them to reach their goal and be successful. The result was then discussed, and the workshop leader facilitated the group to jointly decide which three main values should be guiding them. Finally, the group decided which 3 next steps should be towards deepening the partnership and who should do what.

Mejeriet and Stenkrossen agreed to:

- Be OPEN and COMMUNICATE in an exploratory dialogue
- To have a HOLISTIC perspective where the purpose and the MEANING of the partnership and its relation to the wider urban ecosystem is key, and to see each other as resources
- To FOCUS, make time for the cooperation and follow-up
- To TEST and INITIATE

Working consciously with values is crucial for new partnerships and project groups. It has an important impact on the emerging organisational culture of the new team or partnership. Research shows that when individuals have insight into their personal values and can practice these in everyday life, their sense of meaning and motivation increases. If one can also practice and share these values in the team, there will be value congruence which means that there is a coherence between the individual's personal values and the group's shared (normative) values. To consciously work to increase awareness and make this visible is a prerequisite for a new partnership and

the project to develop and be successful. Many teams and organisations develop organisational or team values, but if they are not discussed and clarified or connected to personal drives, they have very little effect on the behaviour of the team.

In our sectors, it is the relations, the people involved and their motivation that makes things start and happen. The right organisational form and processes can help it to scale up. By understanding what's important and preferred also on a personal level, it is easier to build solid partnership and understand expectations. Within the Future By Lund innovation platform, we have used this method to formulate our partnership memorandum of understanding, MOU, between our organisations but also including the people doing it. This is one of the keys that has made it possible to work together NGO, academia, companies, research institutes and city departments in joint missions and challenges.

5. Conclusions and Recommendations

5.1 Conclusions

As the project is drawing to a close, we look back at what we have learned. The urban lab lasted for only one year and it is too early to draw conclusions about longer term effects. During the lab we tested different methodologies and approaches that had the potential to spark cooperation. It is important to point out that we did not have the role, mandate or opportunity to thoroughly facilitate and drive a process that included all stakeholders of the city. In the Lund Urban Lab a selected group of partners were included. Our conclusions and recommendations are drawn from working with these few core partners and approximately another 20 organisations who participated from time to time in the project activities.

The methodologies and approaches we tested proved all very useful and can be summarized as follows:

- The Hum's decision-making framework for multi-stakeholder environments makes it possible for the collaboration not to get stuck in a need to reach consensus on all matters. Instead all parties can take the initiative, consult relevant parties, and proceed when it is "safe to try". The decision-making framework works when there is a shared and outspoken purpose and trust among stakeholders.
- Working with clarifying personal values of the participants and building the shared behaviours, priorities and values of the partnership proved to be a highway to trust and team spirit. This methodology and approach is fruitful to combine with the decision-making framework.
- For the partnership to build a holistic perspective, strategic insight, ownership and cross-over collaboration, the scenario building methodology proved to be very valuable.
- It is important to have a vision and a purpose to spark the collaboration (a WHY and for WHO). The value methodology helps to clarify the personal why of the participants and the scenario building methodology strengthens a strategic view and long-term perspective. The decision-making model support helps to put a structure on the HOW the collaboration will work. The Team Value exercise supports this as well. If this is in place, it is pretty easy and straightforward to work together on WHAT to do next.

We in the core team took a facilitator role to inspire and empower the partners to take ownership of the process. The first time this happened was after our trip to the Brussels conference. After this journey, the partners started to collaborate and take initiatives to do study trips etc. Incrementally during the year, the partners took ownership of and developed their own collaborations and new partnerships.

We made sure to latch on to already existing events and resources to use the project means as effectively as possible. In order to make it possible for all partners to participate and put time into the project, those with less means got a financial contribution for their time. We also decided to allocate funding for joint activities and a smaller delegated budget for the local partners to initiate new activities. This meant money for travels and participation fees, training, as well as for research and data collection. Partners also got funds to organise workshops with their own stakeholders and partners.

We learned from both our own experience and from the other labs (mainly Cobo in Barcelona, Kaapeli in Helsinki and CIKE in Kosice) that “working in layers”, or “by proxy” creates a rippling effect in the ecosystem. Two examples that could illustrate this in Lund:

1. The city of Lund has little experience and structures within the volunteer area. Mejeriet on the other hand is to a large extent run by volunteers and has had its own programme for volunteers since their inception in 1987. To help other organisations get started to work with volunteers and for volunteers to find a matching organisation could be a cornerstone activity for Mejeriet.
2. It is easy for the Future by Lund team to approach the university faculties and entrepreneur hub for students Venture Lab because they are members of the platform and involved in cooperation already. Here the Future by Lund can act as a broker and have a role to facilitate the first steps of a new partnership, by matching needs, setting up meetings and then stepping out of the game giving space and mandate to Stenkrossen and Mejeriet to proceed.

From the perspective of leading the Urban Lab, there are several things that we could have done differently or better. One important realisation is that the amount of time our local partners and handshakes can put in is limited. The engagement has to be handled carefully in order not to overload them. The open nature of the process and the rather loose framework surrounding it, sometimes caused confusion and questions about where and how to participate. There is a lot to learn of how to facilitate such a process better in terms of providing both the structure needed as well as the openness sufficient to spark creativity and ownership.

We would have liked to test more methodologies and to include our international and national handshakes more. We experienced that we didn't manage to combine the inclusive process with the local partners with engaging the international and national handshake at the same time. Furthermore, the training period where the handshakes were planned to step in, was in February-March 2020 when the pandemic hit. We have shared knowledge online with the handshake partners instead.

It proved more difficult than we imagined getting across, engaging and involving the different departments in the city. It requires a lot of time to approach, follow up and re-formulate that message so that it fits with the needs and circumstances of each stakeholder. We simply had no time to do this kind of work enough. Having a champion in the urban corridors to pave the way would have helped, but that is seldom the case. At least now there are several skilled and experienced people within the cultural department that have been part of the Lund Urban Lab and who have the ecosystem perspective.

5.2 Recommendations

The two major recommendations from the Lund Urban Lab are about a new facilitator role for the city and the second is around new forms for funding. The existing support structure for the cultural and innovation sectors need to be complemented with measures that stimulate cooperation, sharing of resources and ideas. It also needs to nurture a mind shift towards an ecosystem thinking. This is necessary if we are to tackle all those challenges we are in the midst of. Those challenges can be both in terms of decreased funding, but also in a wider sense about how the public views the cultural and creative sector.

But how could a city or another organisation take on a role of facilitating cooperation, what is required? From our perspective and experience, we suggest that such a role needs to have a focus and knowledge of how cooperation and relationships is initiated, developed and sustained. This role on city level needs to be separated from the role of deciding on funding and grants. Otherwise these two roles will compromise each other. This new type of role within the city has two different focus:

- *To stimulate relations, sharing of knowledge and experience, cross-over and cross sectoral co-operations*
 - Facilitate relations, co-operations, crossover teams and sectors. Person focus is as important as organizational focus. Psychological safety, trust and communication is key.
 - Encourage idea development, building joint concepts and joint purpose. Sharing dreams and missions.
 - Build and extend a shared knowledge base. Edit and convey the gist of the latest research, reports and facts using accessible and inspiring formats and storytelling. Provide training, workshops, peer-to-peer learning and study visits to grow not only knowledge, but also relations.
 - Stimulate using a helicopter perspective and long-term thinking. Encourage scouting cross-sectoral trends.
 - Stimulate thinking in layers and value-chains; who can be the relay or courier to create scaling and impact?

- *To stimulate and lead strategic projects*
 - Take the leading role in the initial phase to deal with uncertainty and risk and to create safety enough for participants to focus on relationships and content.
 - Use minor funding schemes and seed money to stimulate change in the starting phase. This also makes it possible for small organisations, artists and freelancers to participate.
 - Be the neutral partner in new co-operation.
 - Actively move ideas, challenges, partnerships between blue-green-yellow phases.
 - Facilitate negotiations and multi stakeholder environments by providing frameworks for decision-making.
 - Think in layers in terms of different stakeholders. Who and what is key for the process to expand and grow exponentially? Prepare the next step and partners to be included early.
 - Support ownership and let go of control.

It is important to not by default place such a role in the cultural department. One needs to consider carefully where such a role that works across policy areas and departments is placed not to undermine it from the design stage. It is also our experience that it is more difficult to make organisational changes within the cultural department than within the innovation side. Traditions, politics, mandate, grant systems and work assignments are more rigid and traditional in the cultural department. The innovation area is more impact- and mission driven.

Keys for Success in the Green Zone

Inclusive negotiation and dialogue to include local citizens, more stakeholders and local authorities.

Strength based approaches; allow risk and failure as a legitimate part of development.

Create a neutral space to enable and encourage meetings between citizens, stakeholder authorities.


A space to explore, play and experiment together.

Right to decline or say no.

Reward contribution and sharing.

People with Green Zone skills.

Are you this person?
Do you have skills to create co-operation through dialog interlinking



We have a priority to link and connect challenges to existing organisations and platforms. We are searching for people with the skills and experience to doing this. We want to link and create co-operation with initiatives on local level to other European initiatives. We want to expand work within the platform for Commons also called Home of Commons.

You will be working with diverse groups of partners and people. You need to be task and need orientated with a drive to solve upcoming challenges and create impact. Delivery is important. You have experience off creating collaborations, building concepts and prototypes.

In your work you will have to balance uncertainty and risk with structure, but also balance ownership with openness and sharing. Since this jobs includes different stakeholders and partners building trust and managing expectations through dialogue and negotiation is crucial and Multi-stakeholder Governance. Strength based strategies is key to success.

Results from the co-creation policy workshop Commons Sense as part of CCSC in June 2020.

Our second recommendation is about renewing the funding system to encourage and enable eco-systems thinking and collaboration. A way to stimulate change would be to provide funding focusing on change rather than outcome. Innovation funds and development grants could focus on the shift and the learnings of the process, accepting risk and failure and to ignite change. The funding scheme should include

criteria of partnership and cooperation, preferably cross-sector collaboration. By doing so the funding system not only supports development in single organisations that exchange with other organisations in the Blue Zone but stimulates moving into the Green Zone and even towards the Yellow Zone.

Today most funding schemes are for projects with a focus on products and services rather than organisational development. Participation and sharing are costly and resource intensive. For collaboration projects this means that focus is on delivering the product or service, but there is no reward or recognition for dedicating time clarifying expectations and agreeing shared priorities and values. Neither to work with feedback, reflection and evaluation in a learning loop during the project. Funding and resources could be devoted especially to these features.

The "Framtidens Lund Fund" for innovation and development (2012-2015) targeting the cultural sector had both a product and organisational change focus. The core questions were: where will you be after the completed project, what will you learn, and what's next? Innovation agencies like Vinnova and Tillväxtverket have these types of

grants, but with product or tech focus. This means that these grants are seldom applicable for the cultural and creative sector where many organisations are in need of change.

Grants in the Green Zone

Funding that foster interlinking, cooperation and sharing of insights, knowledge, skills and contacts between different stakeholders (Blue - Yellow).

Making parts of the grant system agile for rapid change and bigger risks.

Allowing grants to be adaptable and responsive.

Focus on "the how" of co-operation and sharing as well as outcome, numbers and impact.

Include terms in programmes and grants to include open knowledge, sharing and adding to the commons for local stakeholders and citizens for example artists, entrepreneurs, heritage, cultural, youth workers...

Add smaller funding and cascade funding to inter-link the green and yellow zones to focus on connecting to other initiatives, projects and work. Cross-border; disciplines, projects, territories.

5.3 Looking ahead

We are in a time with a changing political arena, big changes in society, fast digitalisation and a decreasing economy for the city (local level). The impact of climate change, nationalism, protectionism, social media logics and the global market is not to be underestimated.

As culture, innovation and entrepreneurship is not a law bound area, these changes affect our sectors even more. Today the city and other governmental organisations on regional, national and EU level are mostly impacting and steering these sectors through funding and grants with related policies and criteria's (rules). The focus is

shifting more and more towards *usefulness* and that has implications for what is funded. How to stimulate new initiatives that might not produce immediate results?

Giving someone increased funding or adding a new grant receiver to the pool, means decreasing for someone else since the pot of money is the same. This creates competition among applicants. As grant givers in the political and governmental context, this is difficult to assess and do right.

To be accepted and chosen as a new initiative or organisation that should be awarded funding, means following and formulating projects and operations that are in line with policy and also to win over someone else. At the same time, organisations and its people need to spend more time managing their survival trying to navigate in this fast changing world. This creates an inward focus.

Participation, co-creation and sharing is often a costly and resource-intensive process. And many times, it is possible to hold your focus up to a certain point, but the evaluation, feedback and joint conclusion and the results and plans for moving forward are important steps that are sometimes overseen. If one is to work with co-creation and participation, resources need be devoted especially to this final phase.