

Realdania

MedVind i østerbyen

35%
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i østerbyen

Seven Danish initiatives inspired by Collective Impact 2014-2022

– a collection of case stories

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inspired by Collective Impact
2014-2022**

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Preface

Global climate change challenges. Homelessness. The balance between cities and rural areas. Social inclusion. These are examples of complex challenges currently facing society, in which more and more philanthropic organisations in Denmark and abroad have become involved in recent years.

A great deal of philanthropic work is carried out as classic philanthropy driven by applications. This is an essential tool which contributes significant value to society and quality of life. It is also important, however, to test new ways and new tools of a more strategic and catalytic kind – and collect the knowledge generated by them.

The complexity of some of today's complicated societal challenges calls for long term partnerships between many professions and institutional partners and, not least, new ways of collaborating – across sectors on systemic, national, and local levels.

In 2014, Realdania launched several projects and partnerships based on the Collective Impact method, which was developed in North America. Collective Impact is a systematic and data-based approach to working with complex agendas within broad, long term partnerships. Overall, Realdania has tested the method through three broad, long term partnerships dealing with different subjects. At the end of 2022, the last of these Collective Impact partnerships, Sustainable Landscapes of the future [Fremtidens bæredygtige landskaber], ended their work, having created significant results. Over the same period, Realdania and a number of other foundations have built on their experiences with Collective Impact over a range of complex fields – and at Realdania we will continue to do so.

With this publication we wish to follow up on some of the experiences from our own initiatives and those of other foundations, targeting system changing partnerships within complex agendas. In seven cases we have interviewed key actors to register their testimony about how they have experienced being part of our collaborations. We have reflected on the whole process and thematised interconnected learning across different arenas.

Our goal has not been to evaluate, but to contribute to cross-sectoral reflection on experiences and key areas of learning. This benefits everyone working with the difficult challenges facing society – not only are these challenges complex, but equally complex is solving them. Together.

Jesper Nygård
CEO, Realdania



Introduction

During the last decade, various philanthropic agencies have arrived on the Danish stage, and are increasingly participating in the emerging practice of working for systemic change as a means of addressing the complex challenges we are facing as a society.

Realdania has aimed directly at working for systemic change through broad, cross-sector alliances inspired by the Collective Impact method and has become one of the pioneers in Denmark. The background for this collection of case stories is therefore a desire to harvest Realdania's eight years' experience of working within the Collective Impact framework, while simultaneously remaining curious about the experiences of other foundations in the Danish context.

Purpose

Although we have long been aware of many extremely complex problems that are not easily solved, there is still a mismatch between the complexity of the challenges and the way we attempt to solve them as a society. The problems persist because they transcend the standardised procedures of the welfare state and cannot be solved by isolated approaches or reforms within existing institutional silos or sectors.

The purpose of this publication is to contribute insights from and into selected Danish examples of long-term approaches to complex problem areas. There is a need for insights into Danish cases. Not least because the case literature arising from processes of change inspired by Collective Impact reflects a North American context which in many ways is clearly different from the Danish context.

It has been our priority to listen to those who have been, or are still active in terms of making efforts for change. Thus, the publication contains many testimonials in the shape of quotes from the interviews carried out in a period of six months. Five of the examples are from Realdania's philanthropic work; in addition, The Bikuben Foundation and The Lauritzen Foundation each contribute an example of Collective Impact efforts.

The seven examples have been carefully chosen and purposefully represent different geographical contexts and different [complex] issues – from climate and the environment to social agendas. They are differentiated in terms of scale, ranging from contexts limited to a single municipality to efforts on the regional and national scale.

Structure

We begin by selecting seven transversal themes from the publication's seven examples. These are not conclusions or recommendations based on the cases, but rather selected characteristics of the processes and collaboration that the cases represent. A kind of summary.

Next, we present a brief overview of selected theoretical understandings of complex problems and systemic change, aiming to contribute to an overall backdrop and framework of understanding about systemic change that can illustrate the complexity of, and provide reflections for understanding, the work in practice, which is subsequently presented. This section can be skipped if you are most interested in reading the cases.

The seven cases form the main body of the publication. We begin with a figurative overview of the main characteristics of the examples before treating them in depth, one by one. With varying emphasis, the case descriptions include insights into the nature of the problem, the start-up phase, the way the work was organised, successes, core learning and results.

Finally, we identify learning points in respect of the role played by philanthropic actors in the initiatives. We hope that this chapter can contribute to ongoing conversation about whether and how foundations in Denmark can support the joint effort of tackling current and future complex societal challenges.

Methods

The collection of case stories is based on desk research and interviews with key players from the seven cases presented. We have also interviewed several researchers and experts in the field and have consulted with those involved in the system innovation initiative at the ROCKWOOL Foundation's Intervention Unit, who are among the leaders in the field, both nationally and internationally.

The report concludes with an overview of all interviewees and informants.

We are very grateful to all those who have pitched in and contributed to making this collection of case stories possible.

Seven quick points

What do all the cases reveal?

It is worthwhile

The cases in the publication all represent clear examples of how treading new paths can create change. Collective Impact as a collaborative framework has helped mobilise tremendous drive, discipline, and joint action.

It takes patience and grit

It takes time and the long-term dedication of many parties to succeed in creating real and systemic change that can meet complex societal challenges. For example, all the examples show that it is valuable and necessary to explore the issue from all angles, using both existing and new data, and by involving and listening to those who are very close to the issue – or perhaps even experience it themselves. In the case of lengthy processes, it is valuable to stay focused on progress by identifying small victories along the way and launching smaller pilot projects quickly. Hold on tight, it requires grit and patience - from everyone involved.

It requires leadership and an organization that can drive the development of joint solutions

A key message is that transversal collaboration requires a clear management basis that can make the necessary decisions along the way. In addition, an organizational driving force, a dedicated ['backbone'] unit which can make being involved as efficient and simple as possible. Such a unit fulfils a new type of role: it is a co-creative facilitator with the valuable perspective of a curious outsider, who, based on knowledge and data, can ask questions about existing practices and mindsets. It can create a neutral ground, mobilize actors, build relationships, and contribute to building bridges between opposing interests. The unit can take many forms and be differently positioned within an organisation. It is often small - but has to be professionally powerful, otherwise, the parties involved will not believe that their efforts will produce results.

It calls for a new narrative

Communication cannot be underestimated. The joint communication of an alliance is a cornerstone in highlighting the problem and finding new solutions to creating involvement and local mobilisation. Finding new ways to understand and communicate the problem is essential. This contributes to naturally expanding the circle of relevant actors who can contribute to change and realise that they are part of a broader ecosystem which is part of the problem and probably also part of the solution. In extended processes, those involved, be it end users

or organisations, sometimes get the feeling that nothing 'is happening', even though a lot is happening. In this case, communication must involve people. Sometimes, though, frustration cannot be eliminated by communication. Patience is the answer.

This can't be said often enough: Involve people!

Whether it is a matter of burglaries, homelessness, or climate solutions, the cases demonstrate that it is essential to involve the people who are affected by the problem, or who are crucial to understanding and solving it. Professionals from different fields are invited to work together. This can provoke intransigent assumptions and mindsets but yet it is essential to setting the right strategic goals. Involvement must be brought into play both in the investigation phase and when pilot tests and projects are being planned. Sometimes involvement also means relinquishing control and leaving local communities to deal with processes. This can challenge professional points of view and requires openness to the rationales, considerations and frameworks of others.

Bridge-building is (often) important

It is not self-evident that the state or the national political level need to be involved in cooperative ventures aimed at systemic change. This depends on the analysis of the problem, an analysis which should begin by blindly considering the role of the state. Many cases do not need the state to be active actor in finding solutions. Others very much so. Therefore, no one recipe exists. However, we may cautiously say that the power to change lies in constructing an alliance in the shape of a fruitful collaboration, where relevant, between bottom-up and top-down processes. Such collaboration is not only a framework for identifying and testing new practices and new more interdisciplinary forms of cooperation. Sometimes it also functions as a gateway to pass on information and valuable knowledge to the political sphere, which in turn can pave the way for major structural and systemic changes of broader societal value. Several of the cases illustrate that this has been listened to.

A philanthropic helping hand is useful – but not a prerequisite

All the cases are clearly examples of collaboration leading to systemic change, often with a strong philanthropic commitment that carries significant power to change. However, in all the cases it is also important to notice that the philanthropic agency is just one of a number of partners within broader partnerships, in which all parties possess essential resources that the philanthropic agency does not possess [knowledge, authority, power, practical experience, etc.]. In other words, the philanthropic agency is not alone at the head of the table, but is part of the collective management of the process of change. Local facilitation of change is often managed by municipal actors that play a key role in many of the cases.

Theoretical understandings of complex problems and systemic change

Although we have long been aware of many of the 'wicked', complex problems that are not easily solved, there is still a mismatch between the complexity of the challenges and the way we attempt to solve them as a society. The problems persist because they transcend the standardised procedures of the welfare state and cannot be solved by singular approaches or reforms within existing silos or sectors.

In 1973, Horst Rittel and Melvin Webber introduced the concept 'wicked problems' to capture problems related to social issues and planning so large and complex that well-known solutions do not suffice. These 'malicious', 'wicked' or just 'complex' problems are now a broadly recognised way of describing societal challenges showing imminent resistance to a clear definition and a common solution [e.g. Alford & Head, 2017, Winter Nielsen, 2021, Mazzucato, 2021].

Systemic change as possible problem solving

In the best-case scenario, for decades we have been able to treat the symptoms of several of the complex challenges using traditional management principles and policy development, but we have not been able to create fundamental changes in the systems in which the problems are embedded. This has led to the current situation, in which multiple sources point to the fact that the state is under pressure. Public management is too inert, political reforms are rolled out at a pace that implementation of the solutions cannot keep up with, and many of the major problems we are facing cannot be solved by, or within the nation state alone.

Across challenges and societal levels there is a dawning recognition that collaboration between local contexts, arenas, and sectors is called for, if we truly want to solve this kind of problem. And that we must change our entire way of regarding the problems to handle their complex nature. We must work to change the system.

In recent years there has been a growing interest in systemic change both in Denmark and internationally. The cases presented in this report should be seen as just that: a number of initiatives that seek to test new ways of consciously addressing complex societal challenges to change the status quo and create an impact at a systemic level.

To place the cases in a framework of understanding, we introduce here a brief overview of relevant understandings of systems and approaches to systemic change – based on research literature, practice, and application-oriented models. The aim is to contribute to a

general theoretical background about systemic change that can illustrate the complexity of, and provide reflections for understanding the work in practice, presented subsequently in the cases.

Characteristics of systems

System thinking and systemic change thinking are often attributed to the American environmental scientist, Donella Meadows, who presented her system thinking in her books 'Leverage Points: Places to Intervene in a System' [1999] and 'Thinking in Systems' [2008]. Since then, a number of schools have arisen within system theory. Across these schools there is no single definition that everyone can agree upon, though there are several common denominators that illuminate several general characteristics of systems:

- They are often complex.
- They contain several tangible components, including for example people, resources, policies, and services, but also a number of more abstract components such as relationships, routines, values and understandings.
- They exist in a larger context, have boundaries, even though they are often hard to define, and are mutually dependent on and connected with each other.
- They are characterised by the fact that changes in one part of a system will influence other parts of the system.

Marking the boundaries of a system

Across the literature on systems and systemic change there is a consensus that systems are connected. They overlap and work together but can also oppose each other. Significant social challenges usually cross the boundaries of public, private, and social systems. In 'Building Better Systems - a green paper on system innovation' [2020], systems innovation experts Leadbeater and Winhall point out that a first step in working for systemic change is therefore to draw system boundaries in a way that makes this change a real possibility.

If the boundaries of a system are drawn too narrowly, it will not be possible to see everything that affects the system and opportunities to change it will be missed. If, on the other hand, the boundary is drawn too widely, the range of factors to be taken into account will be too broad and change will seem an impossibly large task.

In a Danish context, the ROCKWOOL Foundation's system innovation initiative has also helped to pinpoint the fact that in a countries like Denmark, where 'system' is often used as a synonym for 'public administration', it can be helpful to think of systems as two different types. There are the formalized, designed organizational systems, such as the public administrative systems around an institutionalized function such as health care. On the other hand, there are ecosystems. Ecosystems draw our attention to the more complex relationships between organisms, actors and actions that exist in interaction with each other and the surrounding society. These may be understood as relationships across arenas and sectors that affect a given problem, such as homelessness.

Understanding the dynamics of systems

Systems appear to change by chance, unless we think consciously in terms of systems and examine their dynamics, including how we are part of and act through the logics of systems. One of the most thoroughly studied models for understanding the dynamics of change from one system to another is that developed by Professor Frank Geels [2006].

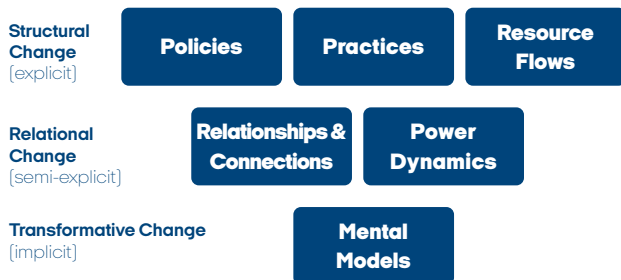
Based on historical cases, Geels describes the dynamics that lead to shifts from one system to the next, and shows how systemic change occurs across and in interaction with developments at different societal levels.

Another approach to enhancing the understanding of systems and supporting the assessment of whether and how systemic change was actually sought is to examine what contributes to sustaining systems. The American non-profit organization, FSG, has synthesized six conditions that research most often indicates as contributing to sustaining systems [Kania, Kramer & Senge, 2018]. The model identifies six interdependent conditions or elements and distinguishes between three levels. An explicit layer, which includes policies, practices, and resource flows. Changes in this layer can therefore be understood as structural changes. A semi-explicit layer, which includes relationships, connections and power dynamics. Finally, there is an implicit layer, referred to as the transformative change layer, which is the most fundamental. This is where we find the mental models; the ways we intuitively understand and act in the world.

Models of systemic change emphasize that the individual components and levels of systems not only interact but build on each other. Therefore, if systemic change is to be sustained, it is not enough to make structural changes such as reallocating resources or introducing new policies. Working only at the structural level will lead to fixing parts of the system and not changing it radically. Moving from one system to the next requires changes that cut across levels.

Changing the conditions that perpetuate the problem.
Source: Kania, Kramer & Senge, [2018]

Six Conditions of Systems Change



Systems change conditions Definitions

Policies Policies: Government, institutional and organizational rules, regulations, and priorities that guide the entity's own and others' actions.

Practices Espoused activities of institutions, coalitions, networks, and other entities targeted to improving social and environmental progress. Also, within the entity, the procedures, guidelines, or informal shared habits that comprise their work.

Resource Flow How money, people, knowledge, information, and other assets such as infrastructure are allocated and distributed.

Relationships & Connections Quality of connections and communication occurring among actors in the system, especially among those with differing histories and viewpoints.

Power Dynamics The distribution of decision-making power, authority, and both formal and informal influence among individuals and organizations.

Mental Models Habits of thought—deeply held beliefs and assumptions and taken-for-granted ways of operating that influence how we think, what we do, and how we talk.

Different approaches to deliberate systemic change

In relation to working consciously to bring about systemic change, there are different approaches and methods that can be used as a framework in practice.

One of the most widely used methods for working systematically across sectors to create systemic change and solve complex problems is Collective Impact, which has also been the starting point for the case stories included in this collection. Collective Impact was developed by studying local initiatives and programmes in a North American context which have been successful in bringing about major structural change in a geographically defined area, in relation to complex social problems. Collective Impact as a model for cooperation has since been adopted worldwide by foundations, NGOs and the United Nations. Realdania has been one of the pioneers in testing the method in a Danish context.

Collective Impact is based on the premise that, when dealing with complex societal issues, there is no way round committed and systematic collaboration across sectors and organisations in a given area, if real and lasting change is to be achieved. From a Collective Impact perspective, the barriers to lasting and systemic change that addresses the root causes of malignant problems include the fact that agents too often pursue their own agendas and steer their organisations towards their own goals with the methods and tools at their disposal. Also, silo and box thinking stand in the way of more fundamental change. But ambitious cross-sectoral collaborations do not happen by themselves. That's why Collective Impact offers a structured working framework. The framework consists of five elements, which set up systems, focus points and something like rules of conduct around bringing together a range of actors in an alliance to tackle a complex social problem. The alliance commits the actors to coordinating their different and joint initiatives in the field towards achieving common goals of change.

The Five Conditions of Collective Impact. Source: collectiveimpactforum.org



Another approach to working with systemic change is mission-driven innovation. Internationally, Mariana Mazzucato [2013; 2021] has presented a model for systemic change in which, inspired by the American approach to making the moon landing in the 1960s a reality, she argues that states should become even more actively involved in defining objectives for society that will solve the large and complex problems we face.

In a Danish context, the approach to working with systemic change in a mission-driven perspective has been adapted by the Danish Design Center [DDC] and also promoted by Sigge Winther Nielsen [2021]. The DDC has developed a Mission Playbook [2021] which describes a design-driven approach to launching and driving missions based on three pillars: setting direction, mobilising the ecosystem and building capacity.

Neither the mission-driven approach nor Collective Impact are the solution in themselves, but both address the orchestration and establishment of frameworks for broad collaborations to address complex challenges and achieve systemic change. While Collective Impact is rooted in a bottom-up community perspective, the mission-driven approach is rooted in a top-down government perspective.



Overview: Seven Danish initiatives

The overview on the right presents the general characteristics of the selected case stories, which are elaborated on in the following chapters.



Initiatives	Finished [Yes/No]	Number of partners* [Under 10]	Number of partners* [Over 10]	Secretariat set up locally	Secretariat within a foundation	Citizen involvement	Data monitoring*
Sustainable Landscapes of the Future (2014-2022) Ensuring the sustainable use of agricultural and non-agricultural land	Yes		●		●	●	●
The Home for All Alliance (2015-2015) Preventing homelessness among young people	No		●		●	●	
DK2020 (2020-2023) All municipalities in the country to draw up a climate action plan to make them climate neutral by 2050	No	●		●			●
Tøndermarsk Initiative (2016-2022) To make it more attractive to visit, work and live in the Tøndermarsk area of Southern Denmark	Yes		●	●		●	●
Living Safely (Bo trygt) (2018-2026) To reduce the number of burglaries and increase burglary-related safety in Danish homes	No	●			●	●	●
MedVind in Østerbyen (2017-2029) To improve social mobility among children and young people in Østerbyen in Esbjerg	No	●		●		●	●
Troldhedestien in Kolding (2014-2022) To strengthen locally the social inclusion of people with mental health conditions, disabilities or special need	Yes	●		●		●	●

*All initiatives are data supporting and some also work on data monitoring through their own data collection.

Sustainable Landscapes of the Future

An ambitious partnership to ensure the sustainable use of agricultural and non-agricultural land.

Some societal problems are too complex for one organisation or one person to solve on their own. Since 2014, Realdania, through its project, 'Collective Impact; Sustainable landscapes of the future', has created a collaboration between 15 partners whose interests are tied together in the utilisation of our land: agriculture and forestry, nature and the environment, outdoor life, renewable energy production, the protection of drinking water and rural land development.

In the course of eight years the partners have devised and tested solutions for new ways of utilising agricultural and non-agricultural areas as essential tools in the green transition. The focal point has been how national climate, nature, and environmental goals can be fulfilled, while simultaneously creating benefits for inhabitants and farmers in local areas.

'There's a battle going on for these areas. How do we create space for the natural environment and renewable energy, protect groundwater, etc.? An agenda that has only become increasingly more important. Back in 2014 it was visionary to adopt that agenda, find the right partners and launch this initiative. It was sorely needed.' Søren Møller, Chairman of the Sustainable Landscapes for the Future steering group

An essential part of the collaboration has been to gather know-how and experiences from several local pilot projects, in which traditional sectoral solutions have been replaced by a more holistic approach to the use of land, aiming to achieve many societal goals simultaneously. A new tool has proved essential: 'multifunctional allocation of land'. Testing the tool in concrete projects has provided experience of the local effects of government goals, legislation and subsidies, as well as of the opportunities municipalities have to secure the balanced implementation of, and synergy between, government goals and a multitude of project schemes devised by the EU or the state.

The focal point of the multifunctional allocation of land has thus been expanded over these eight years. Now it is all about land reform to find solutions to handling the climate crisis, the biodiversity crisis, the food crisis, and the energy supply crisis, which all require a lot of space, and how this can be translated into meaningful local projects that contribute to the green transition as a unifying national project. Thus, the initiative has grown from being about testing a new approach in selected local projects to a whole new approach to land use in general, and the broad application of many approaches that will be required in the transformation of the Danish landscape towards 2050.

'Handling land reform can be compared to urban renewal, which since the 1980's and with investments of up to 80 billion Danish kroner involving multilateral considerations for housing, transportation and infrastructure, as well as commercial interests, has created attractive cities now driving development throughout the country. We are now facing a similar task of creating land renewal'. Helga Grønnegaard, Head of Secretariat, Sustainable Landscapes of the Future

The beginning

In 2014, Realdania gathered a broad alliance of organisations representing different interests and perspectives to look at designing solutions for the sustainable utilisation of land and landscapes. The solutions were not defined beforehand, but were to be developed through a process, the aim of which was to work with landowners, local communities and the landscapes.

In 2015-2018, the multifunctional allocation of land was developed and tested as a tool in three pilot projects in Skive, Jammerbugt and Ringkøbing-Skjern municipalities. The methods were then further developed and qualified in the fourth pilot project in Mariagerfjord Municipality, Joint Change [Fælles forandring], in 2019-2022.

Organisation

The national organisation

Behind 'Sustainable landscapes of the future' is an alliance of 15 organisations: Realdania, Danish Agriculture & Food Council, The Danish Society for Nature Conservation, The Danish Forest Association, KL – Local Government Denmark, BirdLife Denmark, The Outdoor Council, Danish Sports Angler Association, Danish Hunter's Association, Rural Joint Council, Sustainable Agriculture, DGI, The National Organic Association, DANVA – The Danish Water Sector and Danish Energy [Dansk Energi] (which has since merged with Wind Denmark and Danish Solar Power [Dansk Solkraft] in Green Power Denmark).

The steering group has set up working groups, typically with professional staff. In line with the core principles of the Collective Impact approach, a backbone secretariat (one full-time equivalent) was established and has been based at Realdania. The secretariat has worked as an autonomous unit, coordinating efforts with a chairperson, and continuously undertaking analyses, organising study tours, managing joint communication, etc. in cooperation with the partners.

Duration of the initiative

2014-2022

Partners

Realdania, Danish Agriculture & Food Council, The Danish Society for Nature Conservation, The Danish Forest Association, KL – Local Government Denmark, BirdLife Denmark, The Outdoor Council, Danish Sports Angler Association, Danish Hunter's Association, Rural Joint Council, Sustainable Agriculture, DGI, Organic National Association, DANVA – The Danish Water Sector and Green Power Denmark.

Aim

Securing sustainable use of areas and landscapes in line with the interests of local communities and landowners.

Approach

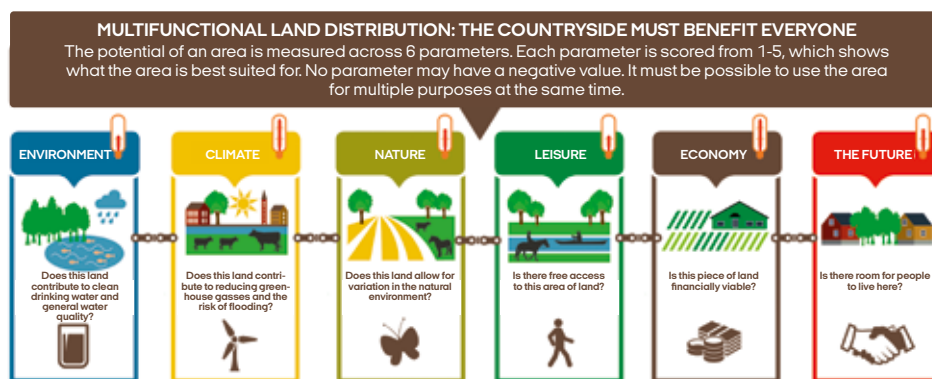
A new approach to the allocation of land that links the development of rural districts and agriculture with measures to protect the natural environment and avert climate change, developing a common framework of change for the countryside while implementing a variety of societal goals without too much conflict.

Examples of initiatives

- In 2020, Mariagerfjord Municipality invited the Environment and Food Committee of the Danish parliament on a study trip by Glenstrup Lake to further describe the pilot project.
- In 2020, Danish Land Inspectors ran a course on the multifunctional allocation of land.



Overview of parameters measured in the multifunctional land allocation. Source: Sustainable Landscapes of the Future – collective impact.



Local organisation in Mariagerfjord

Based on experience from the other pilot projects, the Mariagerfjord pilot project was methodically established as a multi-disciplinary, facilitating project from the start.

To represent community stakeholders in the local project area, a council for local change was established with the participation of politicians, commercial interests, landowners and ordinary people. The purpose was to combine the knowledge and skills about landscapes of those involved to create a more holistic approach. A local development plan was devised as a framework for making project ideas concrete. This local facilitator function has produced project ideas capable of fulfilling national and international goals and provided the opportunity to gain grants.

Work process

In the steering group and work groups

The purpose of Sustainable Landscapes of the Future has been to engage in dialogue, while not politicising. The basic premise was to reach a consensus on all decisions made. Steering and working groups based their work on the knowledge, analyses, and surveys supplied by experts, as well as the mutual contributions of the partners. In the working groups it proved possible to work in depth and gather concrete experiences from the projects, which subsequently improved the quality of work in the steering group. This has proved a significant and valuable way of working.

In the pilot projects

In collaboration with farmers' associations and land-use planners, municipalities have headed up a complicated facilitation task, in which the desire of landowners to farm and the ideas local people had for their community had to be balanced and turned into concrete projects with gave real results. The facilitation task has been crucial in establishing networks between the municipality, commercial interests, and local people.

Right from the start, a multi-disciplinary research team has been attached to the pilot projects. The researchers come from three different universities and represent research expertise in the fields of aquatic environment, climate, the natural environment and biodiversity, outdoor recreation, rural development and agricultural management and economics. The research team has been tasked with screening project content for potential to meet

societal objectives, disseminate to local stakeholders knowledge about the landscape's potential and assess the impact of the projects that have been implemented.

Joint knowledge gathering and communication

The joint gathering and sharing of knowledge has been a key component in creating cohesion and collaboration with regard to common goals and initiatives among the partners and other collaborative relationships within the projects.

One very important factor is that the organisations have produced analyses and research reports. Together with the ongoing collection of results from the actual projects, this has resulted in the parties being able to produce joint policy recommendations to Parliament, the Government, and the European Commission throughout the project period.

Important landmarks along the way

- The task given to the research team of screening the project areas and assessing the impact of the implemented projects has required the development of cutting-edge, interdisciplinary methods, and throughout the period the research team has had articles published in international journals. The research methodology development and documentation has contributed to the perceived professionalism and objectivity of the whole process, both internally and externally.
- Based on Sustainable Landscapes of the Future, including the experience gained from the four pilot projects, the development of research methodology and collaboration on policy statements, in the 2018 Finance Act DKK 150 million was allocated to implement similar pilot projects throughout the country. Municipalities and landowners have responded positively to the multifunctional approach and land allocation, and as a result there have been too many applications when applications have been called for. Moreover, an additional DKK 20 million has been allocated to implement and launch in 2022 new projects at the same level as in previous years. To monitor the projects under the Multifunctional Land Allocation Scheme, a so-called Multifunctional Land Allocation Advisory Committee was set up under the auspices of the Ministry of Food and Agriculture. In addition to all Collective Impact partners, the advisory committee also includes foundations, trade unions, other interested organisations, including Finance Denmark, the Ministry of the Environment, the Ministry of Climate, Energy and Utilities, and the Ministry of the Interior and Housing.
- In 2019, the Danish Agriculture and Food Council and the Danish Society for Nature Conservation joined forces to work on the development of methods for multifunctional land allocation in Sustainable Landscapes of the Future. The fact that agricultural and nature conservation organisations were able to put forward a joint proposal attracted a lot of political attention. Since 2019, billions have been allocated by politicians in several rounds of funding for the extraction of low-lying soils. Synergy effects and other considerations, particularly concerning the natural environment and adaptations to climate change, must be actively considered in such low-lying soil projects. This approach benefits from inspiration from Sustainable Landscapes for the Future.





Fjends peninsula in
Municipality of Skive.

'In Sustainable Landscapes for the Future, we have identified tools for local dialogue and negotiation. When agriculture organisations, the Danish Society for Nature Conservation, other green organisations and the municipality sit down and talk to each other, we see that it can be done. Pragmatism in local projects has been an important lesson for the main labour market organisations'. Søren Møller, Chairman of the Sustainable Landscapes for the Future steering group

'Previously, sectorial level planning, including water plans, were dictated by the authorities and the locals just had to make the best of it. Today it's completely the other way round. Now it's the locals themselves who come up with good ideas, and in fact actually deliver results. That's a significant difference. And then, of course, there are the professionals who help assess whether the ideas are capable of meeting climate targets, for example, or whatever else may be at stake'. Rasmus Fuglsang Frederiksen, Project Manager, Joint Change, Mariagerfjord

An essential part of the collaboration has been to gather know-how and experiences from several local pilot projects, in which traditional sectoral solutions have been replaced by a more holistic approach to the use of land, aiming to achieve many societal goals simultaneously. A new tool has proved essential: 'multifunctional allocation of land'. Testing the tool in concrete projects has provided experience of the local effects of government goals, legislation and subsidies, as well as of the opportunities municipalities have to secure the balanced implementation of, and synergy between, government goals and a multitude of project schemes devised by the EU or the state.

The focal point of the multifunctional allocation of land has thus been expanded over these eight years. Now it is all about land reform to find solutions to handling the climate crisis, the biodiversity crisis, the food crisis, and the energy supply crisis, which all require a lot of space, and how this can be translated into meaningful local projects that contribute to the green transition as a unifying national project. Thus, the initiative has grown from being about testing a new approach in selected local projects to a whole new approach to land use in general, and the broad application of many approaches that will be required in the transformation of the Danish landscape towards 2050.

Key challenges

Testing new approaches to landscape management in actual pilot projects is not supported by existing legislation and no grants are available, nor is facilitating dialogue and cooperation between different local stakeholders on land allocation a task that anyone has undertaken before. This means that both partners in Sustainable Landscapes for the Future and actors in the pilot projects have taken on difficult roles as 'change agents' – without being able to rely on existing administrative procedures.

'We have shown the need for a reform of government procedures. We've tried and struggled and taken all sorts of twists and turns to make some of the good ideas that local people have come up with happen – and then they've just ended up in quicksand because of procedures that are not flexible enough'. Rasmus Fuglsang Frederiksen, Project Manager, Joint Change, Mariagerfjord

'We need to design a grant scheme that is able to handle multifunctionality and values more gains than just one. The big challenge has been that if there's one criterion that you don't live up to, you don't get a grant, even if you score high on other criteria. That's the rather rigid system. But we're starting to see a softening up in that area'. Thyge Nygaard, Senior Advisor on Agricultural Policy, Danish Society for Nature Conservation

Several members of the alliance call for ministerial participation in Sustainable Landscapes of the Future. This would have strengthened the capacity for action and provided a better understanding across the board.

'Originally, the design was that all parties operating in the open landscape would be part of the alliance. That includes the relevant ministries. They were there at the beginning, but were pulled out. Politically, there was a wish for them not to be involved. We could have achieved more tangible results if we had included the relevant ministries throughout the process'.

Anker Madsen, Chief Policy Advisor, The Swedish Outdoor Council and member of the Sustainable Landscapes for the Future alliance

The steering committee for Sustainable landscapes for the future on a study tour in Mariagerfjord Municipality.



Value for parties to the alliance

Most of the participants in the steering group and in the working groups knew each other beforehand. However, the Collective Impact collaboration created a mutual understanding of each other's perspectives, and several participants mention that they have become much better at formulating objectives and working politically. This was equally true in the work done in the pilot projects. One needs to be able to understand all parties in the complex puzzle; landowners, other local stakeholders, local politicians and officials, national agencies and other national participants. Knowledge was created and shared on how the many agents and levels interacted and what created the drive for change.

Essential learning

- The role of facilitator is essential to creating credible processes and holistic solutions. The team must be established from the start and include a broad range of professions and organisations.
- Local involvement and ownership are essential to starting and sustaining change processes.
- Shared knowledge of the local area and the multifunctional potential of the landscape open up new opportunities compared to traditional sectoral approaches. Synergy can be achieved between projects that would otherwise run on separate tracks.
- There is power for change in shared knowledge. Participants in the project cannot themselves be expected to seek out knowledge and project updates. It is also about the accuracy of information and communicating information about communities and a more meaningful life in the countryside.
- There must be greater flexibility with regard to translating national policy into local solutions. Willingness to change is greatest when local communities are supported in developing their own solutions that are meaningful for individuals and communities.
- The administration and ordinary people have been able to meet in new ways. This builds trust and democratic legitimacy.
- Land allocation provides the muscle to create change in the landscape, both from a project perspective and from a farmer's perspective.

'Things take time. The joint work has clearly shown how important psychology is when working with people and with the places where people live and where their connections are. It's hugely important to respect history and know how to deal both with the conflicts of the present and those of the past'. Thyge Nygaard, Senior Advisor on Agricultural Policy, Danish Society for Nature Conservation

Results

- The launch and implementation of projects across the country under the government's multifunctional land allocation scheme is a very big scaling-up victory for the four pilot projects under Sustainable Landscapes for the Future.
- In 2021, Sustainable Landscapes of the Future was tasked with evaluating a number of projects under the government grant scheme. Evaluation was approached in line with the Collective Impact way of working, i.e. with a focus on shared knowledge and learning (as opposed to assessment). This has helped Sustainable Landscapes of the Future become a recognised and serious voice when it comes to the need for new solutions – and a professional centre from which things can spread out like rings in water.

- The Municipal Climate Barometer is an annual assessment of municipal climate action. Climate action is to a large extent implemented through the municipalities' DK2020 plans. In the latest assessment from 2022, 77 % of the municipalities point to agriculture as the most important challenge when it comes to meeting the targets set in the DK2020 plans. 58 % of the municipalities indicate that they want to use multifunctional land allocation to reduce the shortfall [answered by 81 municipalities].
- As part of the Tøndermark Initiative, 25 landowners have either bought or sold land in or around Margrethe Kog Nord, a flat marshland area overlooking the Wadden Sea, in a major climate and nature project. The project is a multifunctional land allocation project and is the first of its kind [for the state scheme]. Tønder Municipality, the Danish Nature Fund and the Danish Agricultural Agency are behind the collaboration.
- The Advisory Committee on Multifunctional Land Allocation recommends that other grant schemes be allocated funding to support measures which have proven essential to securing successful multifunctional land projects. This includes funding for project facilitation, recreational initiatives, and land acquisition and future loss of value.
- In June 2022, the Minister for the Interior and Health published the agreement on a new planning law under the heading: New agreement on the Planning Act to promote the green transformation. With the revision of the law, it has been agreed that an inter-ministerial committee will be established to gather experience and identify possibilities for the holistic municipal planning of land use in the open countryside. This initiative has also benefitted from inspiration from Sustainable Landscapes for the Future.
- The pilot projects have succeeded in building bridges between local stakeholders with very different interests. This has resulted in solutions that are supported by all parties and has been achieved through a number of projects, large and small, several of which are still being funded. Together, the sub-projects are enhancing the attractiveness of local areas and contributing to reaching national and international climate, water and biodiversity objectives.
- A major benefit of the pilot projects is that the many cross-cutting dialogues and negotiations strengthen cohesion and build new relationships between citizens in local communities.
- A common understanding of the problem and the solutions to be found has been created among all stakeholders. The long-term cooperation between stakeholders has proved to be a good starting point for policy development that has subsequently been well received outside the walls of the parliament at Christiansborg, thereby also achieving local value and impact.

'We have not had time to see systemic change while the initiative has been running. But we have certainly challenged the way management is thought about in the municipality. We have challenged how the agricultural organisations think about cooperation with the municipalities and the Nature Agency. Agriculture knows that we need to cooperate and have the tools to do so. And we have inspired new approaches in the Danish Nature Agency and the Danish Agricultural Agency'. Søren Møller, Chairman of the Sustainable Landscapes for the Future steering group

The Home for All Alliance (Hjem til alle)

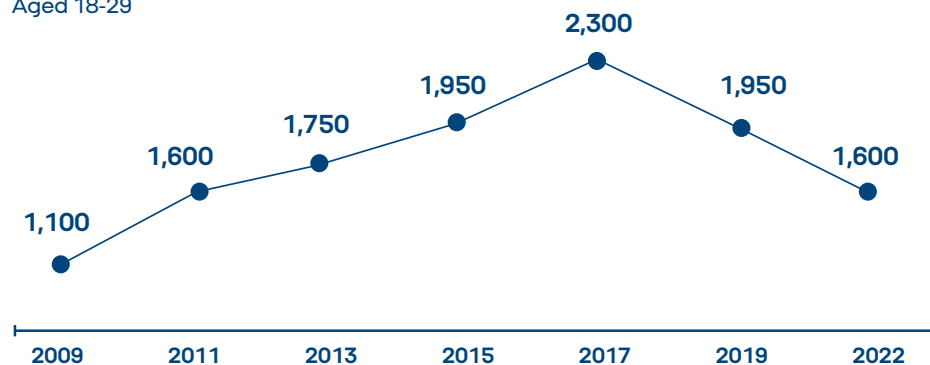
20 partners across sectors have come together to end youth homelessness.

In 2013, the national survey of homelessness in Denmark showed a significant increase in the number of young homeless people aged 18 to 29. In just a few years, the number of homeless young people had increased by 56 %.

Trends in homelessness among young people in Denmark 2009-2022.
Source: The Home for All Alliance (Hjem til alle).

Homelessness among young people in Denmark

Aged 18-29



As a result, several municipalities and philanthropic actors became increasingly aware of a growing and complex problem and initiated a dialogue. These actors included the City of Copenhagen, The Health Foundation (Helsefonden), Realdania, The Bikuben Foundation, and SAND, the national organisation for the homeless. The perception was that society was facing a social challenge the complexity of which had not been adequately recognised and for which, despite the various existing efforts in the field, effective solutions and sufficient cooperation had not been identified.

Start

The initial dialogue resulted in The Bikuben Foundation, Realdania, The Health Foundation, and the City of Copenhagen initiating preliminary work. They wanted to explore the Collective Impact method as a philanthropic tool. The preliminary work therefore focused on:

- Understanding the issue by gathering data and knowledge about the problem.
- Gathering relevant agents in the field to identify their interests and explore whether an alliance could be mobilised. Around 80 different actors gathered for a constitutive meeting that launched The Home for All Alliance.
- Listening to young homeless people.

In 2015, new figures for homelessness showed a further increase in the number of young homeless people. From 2009-2015, the increase was now 76 %.

Output of the preliminary work:

- A solid knowledge base.
- Identification of an initial cross-disciplinary dialogue involving many of the key agents in the field, including: major municipalities, organisations and NGOs, housing associations and other foundations.
- Unity of purpose and approach among key agents and thus support for a cross-cutting initiative.

On this basis, an alliance aimed at ending youth homelessness was formed. The Bikuben Foundation decided to commit to the agenda for a ten-year period, including allocating funds for the creation and operation of a Home for All Alliance Secretariat.

Organisation

A basic idea of Collective Impact is to combine knowledge and evidence with organised action by those participants who are crucial to achieving results locally and nationally. A steering group was initially set up to run this alliance. Later, the alliance was established as an independent association with its own board and director, and a group of now 20 partners. The Board is elected at the association's General Assembly and has overall responsibility for the alliance's own home according to well-tried methods.

In the alliance's first year, Housing First was agreed upon as a strategy by partners – based on the strong evidence behind the approach, internationally and nationally. Housing First entails that when homelessness becomes a reality, the focus is on creating a long-term solution to the housing situation and providing social support in people's own home according to well-tried methods.

Some agencies that have played a crucial role in successfully combining housing and social housing support became part of the Alliance, in addition to others who were able to contribute resources for knowledge building - an important contribution of the philanthropic members of the Alliance. In addition, the Alliance emphasised from the outset the importance of the independent role of civil society.

Duration of the initiative

2015-2025

Partners

The Bikuben Foundation, University College Copenhagen, The Health Foundation, City of Copenhagen, SAND [the National Organisation of the Homeless], KL – Local Government Denmark, Danish Red Cross Youth, the housing organization KAB, Realdania, City of Aarhus, Red Cross, BL – Danish Social Housing, Kofoed's School, Høje-Taastrup Municipality, Project Outside, Odense Municipality, NREP, DanChurchSocial, Esbjerg Municipality.

Objective

Ending homelessness among young people in Denmark.

Approach

The alliance is working to transform all aspects of homeless services into Housing First. Housing First implies that when homelessness occurs, the focus from the outset is on creating a long-term solution to the housing situation, as well as providing social support in people's own home and creating access to networks and communities.

Examples of action taken

- Common communication and advocacy, such as the Stop Homelessness campaign, which strengthened young people's perspectives in the debate on how to end homelessness. In the alliance's first year, Housing First was agreed upon as a strategy by partners – based on the strong evidence behind the approach, internationally and nationally. Housing First implies that when homelessness becomes a reality, the focus is on creating a long-term solution to the housing situation and providing social support in people's own home according to well-tried methods.
- The creation of new knowledge to support system change based on Housing First - e.g. study of homelessness in youth by the National Centre for Research and Analysis on Welfare [VIVE] and a study on how to end homelessness in Denmark, with inspiration from Finland and Norway by Kraka.
- Aarhus Municipality is a partner in the UK Home development project, where 12 young students and 12 young homeless people have moved in side by side in a new housing community. Realdania, as a philanthropic actor, contributes to financing the project.





This means that around the table we have:

- The agents responsible for guaranteeing social services and support to people experiencing homelessness. Both large municipalities with many people experiencing homelessness and municipalities in the provinces in which homelessness is rising.
- The social housing sector, which is a key player in providing affordable housing for all those experiencing homelessness and particularly vulnerable young people who face major challenges in entering the housing market.
- Private investors who want to help end homelessness through investment in housing and new innovative solutions.
- Civil society organisations that over decades have developed the skills required to support vulnerable people, offering tangible help as well as creating networks, relationships and communities characterised by equality.
- Philanthropic actors that wish to contribute to long-term cross-sectoral work and that help launch key analyses, technical and strategic sub-actions and pilot projects that support Housing First.

A total of 20 actors are currently partners in the alliance.

Work process

In practical terms the job can be summarised under four headings:

- To develop and test solutions that can show new ways to end homelessness.
- To mobilize support from politicians, professionals, frontrunners and the general public.
- To gain new knowledge about youth homelessness and how to end it.
- To mobilize resources to work towards the goal.

HTA organisational model with management roles

Board

The Home for All Alliance. The Board has the overall responsibility for the development and strategy of the alliance.

Partners

Implement strategy, contribute resources, knowledge and supports action to end homelessness.

Secretariat

Unifying force supporting alliance partners' individual and collective work to end homelessness. Spearheads campaigns and public affairs in cooperation with Alliance partners.

In addition, **The Home for All Alliance** [Hjem til alle] has a number of international network and knowledge partners.

The Board and partners meet regularly, facilitated by the secretariat. Because of their diversity, the partners act and contribute in different ways. For example, partners such as municipalities, housing agencies and civil society organisations contribute with their own various strengths reality and resources to different types of experimentation (also in conjunction with partners outside the Alliance). Philanthropic actors provide funding and/or contribute to the creation of new knowledge. And all partners participate in influencing policy agendas, processes, etc. from their own different standpoints.

Important gains along the way

In the beginning, simply finding common ground on the Housing First strategy was a milestone. That the majority of a field of very diverse stakeholders succeeded in agreeing upon a common agenda that changed from the very explicit goal of finding 2,000 homes and social support for 2,000 young people experiencing homelessness to the broader objective of ending homelessness.

'The fact that we operated from such a solid knowledge base from the start, I think, was absolutely crucial to us being able to create the common ground and agree that Housing First is what we stand on – whether it's policy or projects. That's been essential to getting that common understanding'. Anne Bergvith Sørensen, Programme Manager, The Home for All Alliance

Several partners also identify as a key success the close collegial relationships that have been built. This increases knowledge and understanding of each other's fields of interest and of the overall challenges of the field as a whole, which is an important and binding factor when it comes to agreeing on a common purpose.

Key challenges

- Collaboration becomes vulnerable when there is a turnover among the people who meet regularly in the alliance – this calls for a continuous focus on relationships within the Alliance and in the partner organisations.
- Personnel changes at the political level have forced us to focus on maintaining influence and reacting promptly to events both locally and nationally.
- Some of the civil society organisations working in the field of homelessness do not support Housing First, because they feel that the Housing First strategy has major implications for their own work in the field. Respect and consideration are needed when launching developments that require major changes on the part of other agents.
- Housing policy is crucial in the field of homelessness, but it is also challenging, because it affects completely different agendas and interests than those that dominate the social field. Herein lies both the strength and the challenge of being a cross-sectoral alliance.
- The partners in the alliance are different, for example in terms of the desire to act on the political level of the system. This has given rise to strategic discussions and has required understanding and accommodating the different premises and abilities of the partners to contribute to the common goal.
- Within the alliance a lot of energy has been spent on exploring how to include private housing interests in finding solutions to housing shortages, but we have not yet succeeded in finding viable models that suit the scale of our operations. In this area there still remain challenges to be addressed.

'Creating large-scale change requires extensive coordination across sectors. This means that staff turnover has a huge influence on maintaining a long-term perspective. Much can be lost or gained on that front – interests and areas of attention are fleeting, especially close to the political level where agendas shift rapidly'. Erik Kaastrup-Hansen, Director of Social Affairs and Employment, City of Aarhus

Value for partners in the Alliance

- Extended network and strong relationships between the partners.
- Access to influence.
- Professional inspiration and knowledge sharing.
- Funding and resources for pilot projects important for knowledge generation.
- Mutual protection of interests in the field.

'For us, the value has been that what works and what doesn't work has been shared in a completely different way, and that there has been easier access to people with a say in what happens in the future. And there's been a lot of new networking with foundations, politicians, etc. And the fact that so many foundations and politicians have asked for this knowledge has actually also made us clearer about what we are good at ourselves and what we need more of. So, I think it's been win-win'. Bo Heide-Jochimsen, Director, Project Outside

'In the beginning there was scepticism about whether it would work, and was it just self-promotion? Is this just another foundation shouting that this needs to be done? I want to underline the fact that a lot of patience has been shown, and patience is also money. We from the municipalities live in a system where there isn't necessarily patience, so for them to stick with the long haul, that's hugely important'. Erik Kaastrup-Hansen, Director, Social Affairs and Employment, Aarhus Municipality

Essential learning

The long-standing commitment of the Bikuben Foundation has given the alliance and the Secretariat a secure framework to work in. The secretariat has been able to act as a new and neutral unifying factor in the field of homelessness, which, with the Bikuben Foundation behind it, has been able to attract to the alliance different types of players who had not previously met together.

'Like any other field, that of homelessness is composed of a lot of people who have been working in it for a long time, and a lot of systems that have been built up over the years and don't always work as they should. The fact that someone took the initiative that brought us together, took a fresh look at the situation and had the patience to keep on saying certain things created unique opportunities for us to change some of the structures that haven't been working for a long time'. Bo Heide-Jochimsen, Director, Project Outside

At the same time, it has provided an opportunity to delve into the social field and gather knowledge and data there, which is often not given much political priority. This has provided valuable insights.

'Compared, for example, to the health sector, there is very little funding for studies and research in the social sector. Funds for the long-term and for data development disappear time and again on the last night of political negotiations. So the funding to build something long-term is meagre. In my view, the foundations are one of the only ways to bring more funding into the area. I think Home for All is a good example of that'. Ellen Klarskov Lauritzen, Director, National Board of Social Services

In retrospect, several stakeholders feel that for a relatively long period of time there was initially too much focus on specific projects. There is a perception that faster results might

be achieved by insisting that the structural framework and the policy level also need to be involved from the start in order to embrace the complexity of the issue. Developing and testing new models is not the only way to do this.

Results

The November 2021 political agreement on a reform of homelessness policies set out to significantly reorient homelessness services towards expanding Housing First. The agreement was reached across the [then separate] Ministries of Social Affairs and Housing - never before has housing policy been part of the Danish homelessness strategy. The Home for All Alliance is credited with helping to bring about this agreement.

'The whole preparation of the homelessness agreement has been unique in terms of how much government departments and others have used us to an extent that has never been seen before, to make sure that this legislation will make sense. This is largely because NGOs have spoken with one voice. Home for All has a role in that, and it's had a big impact'.

Tom Pedersen Rønning, Housing Strategy Consultant, Odense Municipality

The latest national homelessness count [September 2022] shows that there are significantly fewer homeless young people. Among 18-29-year-olds, homelessness has fallen by 18%. In particular, local authorities that combine housing and effective social action in line with Housing First have brought significantly more young people out of homelessness. The biggest increase is in the municipality of Aarhus.

'We are seeing the results of working in a targeted way nationally and locally in a broad alliance with what we know works. This is particularly evident in Aarhus, where Housing First has been working for several years and has managed to eradicate a third of homeless cases'. Kira West, Director, Home for All Alliance



DK2020

Through the DK2020 climate partnership, all Danish municipalities can get advice and knowhow on how to develop local climate action plans using a common methodology, and a level of ambition that meets the Paris Agreement.

Climate challenges are some of the most pressing societal problems facing the world today. In 2015, UN member states signed the Paris Agreement, committing member countries to keep global temperature rise well below 2°C and work to limit it to 1.5°C. The EU also committed to reducing CO₂ emissions by at least 40 % by 2030 compared to 1990.

In the wake of the Paris Agreement coming into effect in 2016, the international partnership C40 – a network of the world's 97 most climate-ambitious cities – and the consultancy firm Arup released the report, *Deadline 2020*. This report set a global standard for how cities and municipalities can contribute to achieving the Paris Agreement's goals. It also suggested that through the right climate action up to 40 % of the CO₂ reductions that are needed to meet the Paris Agreement's most ambitious goals could come from the world's cities and municipalities.

In Denmark, there was no overall government ambition, requirement, or support for local action, which meant a risk of none, or very fragmented action in municipalities in terms of the 2030 target.

Start

In 2019, Realdania initiated DK2020, which was based on the C40 international standard for climate planning, the Climate Action Planning Framework [CAPF]. The initiative was launched in collaboration with C40 Cities and CONCITO. The aim was to help municipalities initiate climate change with a level of ambition that meets the Paris Agreement targets.

20 municipalities were invited to join a pilot project and have committed to developing climate plans in compliance with the Paris Agreement.

In 2020, a partnership was established between Realdania, CONCITO, Denmark's green think tank, C40 Cities, Local Government Denmark and the Danish regions. The purpose of the partnership is to jointly contribute resources, knowledge, and tools to the work of developing and implementing climate action plans in all Danish municipalities in compliance with CAPF. The project aimed to offer municipalities a common framework, method, and direction for municipal climate work.

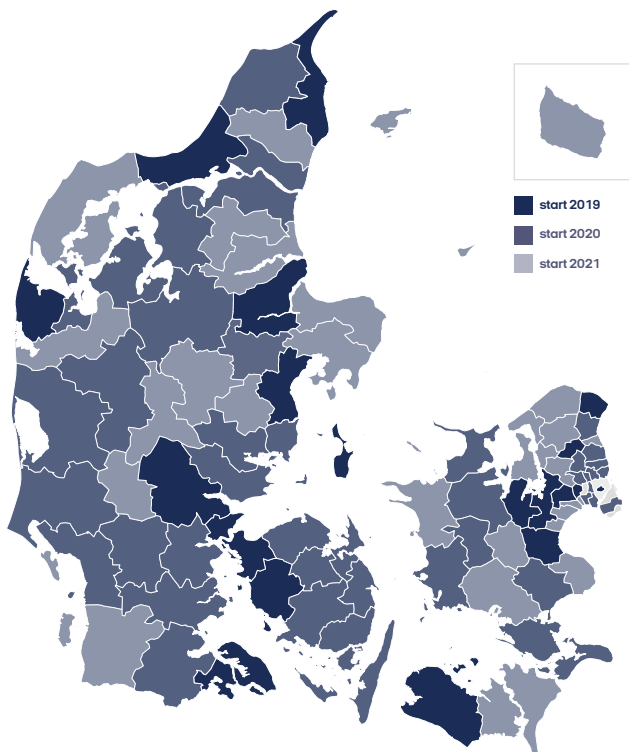
With a total of DKK 45 million, the initiative was expanded from the pilot project to an invitation for all municipalities to join:

- In 2020, 44 new municipalities were selected to participate.
- In 2021, 31 more municipalities joined.
- By 2022, a total of 95 of the country's municipalities will have joined. The last municipalities will complete the process in 2023.
- The City of Copenhagen is part of the international C40 network. In this context, Copenhagen has developed a Climate Action Plan which is also compatible with the Paris Agreement.

'We are required by the state to make all sorts of plans about waste, for example, but we are not required to make plans about the climate, so it's great that when a foundation comes along and gets municipalities to make climate plans. Even if they make sure that we get started working on it, it is still not a requirement that municipalities make climate plans, for example, to reduce CO2. It is a scandal that it is not a state requirement that municipalities make climate plans.'

Thorbjørn Sørensen, Climate Director, Middelfart Municipality

95 municipalities in DK2020



Overview of municipalities in DK2020. Source: CONCITO.

Duration of the initiative

2020-2023

Partners

Realdania, KL, Regions and CONCITO

Objective

All of the country's municipalities are drawing up an ambitious climate action plan to make them climate neutral by 2050.

Access

The municipalities are working towards the common overarching goal of climate neutrality and will be given access to shared professional knowledge and sparring, data bases and shared communication.

Examples of actions

Development and adaptation of an international framework of action for the development of climate plans in a Danish context.



Organisation

The project is organised with a political partnership group, an administrative steering group, a project steering group, a project management/secretariat function, and five geographical organisational units. CONCITO acts as the overall project secretariat and knowledge partner together with C40.

The political partnership group ensures the political anchoring of the project in KL, the municipalities' contact council (KKR) and the regions:

- 5 political representatives appointed from the municipalities.
- 5 political representatives appointed from the regions.
- 1 political representative appointed by the president of the Climate Alliance.

The administrative steering committee represents the project as a whole and consists of a director from each of the three contributing organisations.

The project steering group is generally responsible for the implementation of the project and consists of an appointed member at executive level from Realdania, KL, the Danish regions, CONCITO, and C40 respectively.

The geographical units consist of the KKR and the region in question. They contribute as cofinancing project partners and ensure the implementation of the project. They provide advice and guidance and facilitate the work of municipalities in developing climate plans.

Work process

The participating municipalities commit to develop and politically support a climate action plan that will show:

- How the municipality as a geographical area will achieve net zero greenhouse gas emissions by 2050.
- What actions the municipality will take to adapt to climate change in order to become climate resilient.

Among other things, municipalities must identify all significant sources of CO₂ emissions locally and plan how to deal with them. In addition, the climate action plan must include concrete proposals on how the municipality will adapt to climate change. It is an intensive and demanding process of local capacity building, local stakeholder engagement, planning and negotiation, and political approval before the plan is finally endorsed by the C40.

In the process, municipalities are offered:

- Framework tool to analyse the municipality's climate impact and climate threats/risks, professional sparring, and participation in networks with other municipalities in the region.
- Professional sparring and advice from five geographical units with professional staff from KL/KKR and the region, so that the plans meet international best practice in climate planning.
- Participation in a peer-to-peer concept, where municipalities with similar challenges can support each other and provide peer support to the local programme manager, who in some municipalities may be the only one assigned the task.

'We look at the climate challenge through the framework tool. Then we can see, for example, that there is a question of resilience, in relation to flooding, precipitation, etc., and in relation to greenhouse gas emissions. Once we have identified that, we can see who we need to talk to, for example agricultural interests. We are quietly identifying key stakeholders in relation to where we will get involved, and from there assessing what other agents we need to engage with'. Boris Schønfeldt, Climate Coordinator, DK2020



Climate neutrality

A climate action plan will develop a course of action that shows the way to a climate-neutral municipality by 2050, including ambitious interim targets.



Climate robustness

A climate action plan should show how the municipality plans to adapt to - and improve its resilience to - climate change, both now and in future climate scenarios.



Inclusion and derived effects

EA climate action plan should engage the local community and describe the social, environmental, and economic benefits and added value that can be expected from implementing the plan and be to ensure a fair distribution of these gains and added values to residents and communities.



Cooperation and governance

A climate action plan should describe the municipality's competences and capacities, as well as the partners to be involved to ensure the achievement of the municipality's climate objectives in both mitigation and adaptation..

Overview of key elements of a Paris-compatible climate action plan. Source: CONCITO.

Important victories along the way

- It is a great victory that 95 municipalities have joined voluntarily and without earmarked government subsidies.
- It that they have a common language and common experience with a complex climate challenge increases the decision-making power of municipalities. Both within each municipality and across municipalities.
- Municipalities have been given a framework tool with which they are able to analyse, which actors should be at the table.

'I have worked with climate strategies in the past. The solutions were there, but they never translated into any kind of action. All the institutional scaffolding was missing. The holistic approach was missing: What agents do we need to bring into play? Who are the people we need to talk to? What kind of systemic changes are needed? So we talked about everything that was really needed, and that's what the DK2020 framework tool provides'.

Boris Schønfeldt, Climate Coordinator, DK2020

C40
CITIES

DK2020: How Denmark is delivering on
Cities Race to Zero | 2 November 2021



DK2020



Sønderborg
A world-class view

ProjectZero
SONDERBORG



Sønderborg's mayor gives DK2020 speech at COP26 in Glasgow, 2019.

Key challenges

- Many of the challenges identified by municipalities are of a regulatory nature, which is why the absence of the state in the partnership is a serious problem.
- There have been big differences in what and how many resources have been available to work with the climate plans in each municipality.
- Municipalities find it frustrating that it is so difficult to measure the impact of climate improvement efforts. The initiative points out that it should be the responsibility of the state to develop a larger platform for municipalities, where the measurement of impact can also be addressed.
- The generally strong political support in municipalities of implementing climate improvements may crumble in future municipal elections. Municipal elections will take place seven more times before 2050, when the targets must be fully met. This requires thinking about how improvements can be handed over, secured, and live on in future political constellations.
- In municipalities, the climate agenda is in competition with growth and jobs. It can be frustrating and counterintuitive to see new climate-challenging workplaces popping up, while many resources are being spent on beneficial environmental measures.
- The implementation of climate plans by municipalities will be a major challenge. There are a number of climate issues over which municipalities have no control, because they cannot be solved locally and political agreements at national level are not yet sufficient.

'Municipalities do not have the instruments to address carbon emissions sufficiently to reach the targets they have set. Our surveys show that municipalities are very concerned about the gaps in their climate action plans – that is, the emissions that the municipality cannot currently address on its own. This is where cooperation with the government is needed. Travel and transport challenges, for example, cannot be solved by municipalities alone. They can solve some of the challenges relating to agriculture, but not all. There are a number of areas that lie outside the municipalities' current scope for action. Therefore, it is absolutely necessary to strengthen the vertical integration between state and municipality'. Pelle Lind Bournonville, Head of Projects, Urban Climate Action, Realdania

Value for partners in the alliance

Municipalities are starting to approach climate more holistically and to think about how to address the challenges in a way that involves all stakeholders. The climate agenda is more embedded across municipal government and responsibility is taken to create change, also outside the areas that the municipality is obliged to take care of. Locally, climate has become a common concern across sectors.

'We have managed to establish a partnership [without the state] which is not all about finances, and which involves partners who really want to do this. It's about making ambitious climate plans that no one is compelled to do, but which the municipalities themselves really want to do. All this is happening despite the lack of legislation and frameworks from the government. It's amazing that a foundation can make extremely significant systemic changes and push forward a development that is unique, also on a global level!'. Christian Ibsen, Director, CONCITO

Essential learning

DK2020 and the action framework have provided the municipalities with instruments and a focus on how important it is that all stakeholders are involved when working on climate action, a job that has to be done intersectorally.

There is an emerging interest in municipalities to instigate a new type of dialogue with the general population on climate issues. A move towards more genuine involvement, inviting people to discuss the challenges and not simply to take a position on a pre-defined solution. This will create more sustainable solutions with broad ownership.

'We used to focus on municipalities respecting the law and being efficient. But that's not enough when we have to tackle complex challenges. Then we need to work more broadly with various sectors of society. This makes both society itself and the solutions decided on more robust'. Boris Schønfeldt, Climate Coordinator, DK2020

The key agencies involved in DK2020 are aware that the state is not a partner in DK2020 and are aware that it is crucial for future implementation that the state become part of the project.

'The systemic challenge in Denmark is that it's all about money, about the relationship between municipalities and the state and the usual discussions about financial frameworks, etc. This project has succeeded precisely because we have got around all that... [...] But that does not change the fact that we must try to get the state involved in ensuring a better framework and removing the barriers that currently stand in the way of the municipalities' climate efforts. We must try to find a way for the state to help municipalities much more'.

Christian Ibsen, Director, CONCITO

Results

- DK2020 responded at the right time to a clear municipal need for a methodology to support a climate plan. A tool that did not exist, even at a time when climate was seriously on the agenda.
- 20 municipalities currently have a C40-approved climate action plan. These include a focus on phasing out oil and gas furnaces, green mobility, climate adaptation, partnerships, green jobs, car-sharing schemes and working with local businesses and citizens to reduce greenhouse gas emissions.
- 96 municipalities have developed, or are in the process of developing, climate plans that meet the Paris Agreement.

'It has gone much better than we at Realdania probably expected. And this is proof that the organisation we have put in place and the political interest that followed in its wake have worked. The evidence of a commitment to join the venture has been a real, not just an apparent victory. The second big victory is more internal. The partnership that has emerged - KL and the regions getting round the table and wanting to get this done this together. That has been the prerequisite for the first victory. No one could have done this alone'. Pelle Lind Bournonville, Project Manager, Urban Climate Action, Realdania

The Tøndermarsk Initiative

A multi-million investment aims to raise the profile of Tøndermarsken in southern Denmark and make it more attractive to visit, work and live in the area.

Tøndermarsken is part of the Danish Wadden Sea. It is a unique area with great potential, not least in terms of sustainable tourism. Since 2010, the area has been part of the Wadden Sea National Park, and in 2014 it was included in UNESCO's prestigious list of World Heritage Sites. But at the same time, the area around Tøndermarsken was characterised by many of the same challenges that outlying areas face across the country.

The municipality of Tønder has experienced major demographic and structural changes. Loss of jobs, large-scale relocation and a continued fall in property prices has meant empty properties, the loss of buildings of cultural value and less faith in the future. At the same time, climate change and increasing water levels in the River Vidå system pose a threat to the towns of Tøndermarsken.

This was the reason why Tønder Municipality, the A.P. Møller Foundation and Realdania joined forces with local forces to give Tøndermarsken a massive boost and thereby support sustainable development in the area. The partners' vision for the project was to bring together local, regional and national forces to develop Tøndermarsken, so that the area would continue to be attractive to visit, work and live in.

Start

The collaboration began in 2015, when Tønder Municipality approached Realdania's subsidiary Realdania By & Byg with an idea for an urban renewal process in Højer, a town of almost 1,300 inhabitants in the Tøndermarsken region. Urban renewal aimed to safeguard the special historical buildings and architectural cultural values threatened by negative development.

The initial dialogue showed that the problems, but also the potential, of the area extended beyond Højer. It was therefore decided that Tønder Municipality and Realdania would jointly finance and collaborate on a thorough feasibility study to identify barriers, opportunities and potentials for a coordinated and comprehensive effort in the Tøndermarsk area.

'A lot of effort went into the feasibility studies. Analyses and reports were of course important, but just as important was the presence of Realdania By & Byg's project manager in Tønder during the development of the Initiative. It provided a common understanding of the task, ensured support - and laid a foundation of trust and enthusiasm essential for working long-term and strategically in a partnership'. Stine Lea Jacobi, Programme Manager, Realdania

The feasibility studies were conducted over two years and identified the need for a holistic approach: a number of mutually supporting sub-projects within a coordinated, multi-level Tøndermarsk initiative focusing on urban transformation, the physical upgrading of Højer, landscape development, value-added climate adaptation, tourist and commercial development, improved organisation and local ownership.

During the process, it became clear that a multi-level effort would require both a multi-level investment - and multi-level skills. Talks were therefore initiated with interested parties whose aims and financial capabilities could support the project. In this context, the A.P. Møller Foundation became a partner on an equal footing with Realdania, and later other stakeholders, such as the Nordea Foundation and the Danish Nature Foundation joined the work.

'We became interested in Collective Impact thinking. Could we actually succeed in an area facing so many challenges, and by using all the good forces, approaches and efforts we could muster actually halt the downward spiral? This was an exciting idea, and what's more, others could benefit from hearing about it'. Keld I. Hansen, Deputy Municipal Director, Municipality of Tønder and Project Director, Tøndermarsk Initiative

Organisation

The framework of the Tøndermarsk Initiative was a partnership agreement, which defined the framework, objectives and areas of action. Financially, the initiative went from an initial budget of DKK 210.9 million to over DKK300 million as more agencies and investors came on board.

The project was organised with a partnership group at decision-maker level, consisting of Realdania, Tønder Municipality and the A.P. Møller Foundation, all of which supported the initiative financially. To run the project, a secretariat was established, headed by a project director, to ensure progress and coordination with the municipality's project participants.

To ensure a good local footing, an advisory steering group was also set up with the mayor of Tønder and the project director at the table. It included representation from all external stakeholders and the many local stakeholders -

Duration of the initiative

2016-2022

Partners

Realdania, A.P. Møller and Chastine Mc-Kinney Møller's Public Benefit Fund, Nordea Foundation, Tønder Municipality, Tønder Forsyning, The Danish Nature Fund, 15. Juni Fonden, EU LIFE Nature programme, Wadden Sea National Park, Stiftung Naturschutz, The Danish Nature Agency, The Danish Agricultural Agency, Region of Southern Denmark, statslig landsby-fornyelsespulje [village renewal fund], statslig områdefornyelsespulje [regional renewal fund], statslig tilgængeligheds-pulje [equal access fund], LAG Haderslev-Tønder, Erhvervsfremmestyrelsen [Agency for the promotion of commerce].

Objective

The project aims to make the Tøndermarsk area a more attractive place to visit, work and live.

Approach

A holistic approach involving cross-sectoral collaboration, activities and agencies across six sub-projects:

1. Højer Village Fund [grants for restoration buildings for conservation]
2. Urban transformation Højer
3. Tracks & Paths
4. River Vidå climate adaptation
5. Tønder climate adaptation
6. Commerce and Tourism

Examples of action to be taken

- Greater efforts to improve tourism; improved cooperation between tourism stakeholders; strengthening value chains; improving the quality of services generally through training and an advisory service for SMBs.
- Commercial development with a focus on the food sector and other sectors that can strengthen tourism development. Establishment of a food culture centre, advisory service and networking between businesses.
- Establishment of an urban fund, so that owners of listed or conservation buildings in the historic centre of Højer can apply for grants to renovate their properties, improving the quality of urban spaces.



all with a particular interest in the area were represented. The Steering Group consisted of leading representatives of the municipality, local interests, tourism operators, business, utility and local and national foundations and philanthropic actors.

Overall, the organisation should support the six sub-projects in the partnership agreement:

1. Højer Byfond (grant for restoration of conservation houses)
2. Urban transformation Højer
3. Paths and routes
4. Climate adaptation River Vidå
5. Climate adaptation Tønder Midtby
6. Business and Tourism

Organisation



The organisation of the Tøndermarsk Initiative. Source: Municipality of Tønder.

Each of the sub-projects set up development groups, which in cooperation with the steering group formulated practical objectives and activities in the actions. The development groups were each supported by a secretariat group which, in addition to municipal managers and staff, also included representatives from the contributors who had specific expertise to contribute knowledge and experience.

The sub-projects were supported by a cross-cutting analysis unit which could monitor developments across the sub-projects, drawing on a baseline measurement and continuous data collection from different data sources.

'The work process has been fantastic. I would say it has been democratic. There hasn't been an overriding relationship; everyone had a say, whether you were a local stakeholder or an expert from Realdania. Of course, there have been strays along the way. But everyone has been informed and involved in the decisions. And that's why virtually all the projects that came to fruition had a tailwind and support'. Keld I. Hansen, Deputy Municipal Director, Tønder Municipality and Project Director, Tøndermarsk Project

'I think that our project design, with people from the organisation [the municipality, ed.] at the helm, has done a really good thing. It has been managers and heads of departments who have been project managers alongside their normal jobs. It has brought integrity into our own

organisation. Typically you have a project design situated completely outside the municipality, which can create some conflict. We haven't had that here'. Lars-Erik Skydsbjerg, Head of Technology & Planning, Tønder Municipality and Project Manager, Tøndermarsk Initiative

Important victories along the way

'Our most important victory has probably been that we have achieved 98.7% of our objectives, with the quality we set out to achieve and with the budget we had allocated. That fact that we succeeded with so many participants and the many challenges'. Keld I. Hansen, Deputy Municipal Director, Municipality of Tønder and Project Director, Tøndermarsk Project

The municipality also points to three successful process interventions that stand out:

- Bridging conflicting interests.
- The municipality acting as a network generator.
- Co-creating with members of the public.

The municipality developed its skills as a network generator, facilitating interaction between different agents, foundations and members of the public. All those involved felt that the solutions arrived at were better and more sustainable in the long run, even though it was difficult and time-consuming to get there. General public support for the municipality's arrangements and decisions was strengthened by ensuring broad ownership and acceptance.

Members of the public and the municipality had positive experiences of co-creating new initiatives, not least that it paid off. Responsibility was shared with the people. For example, an association was formed to help people restore houses worthy of preservation, and local 'path guilds' were established and involved in developing the new paths in the Tøndermarsken.

'We made a point of communicating that we were opening a trial version of the path, so that all interested citizens had the opportunity to comment on whether it felt right or whether anything needed to be changed. Not much was changed, but it was important for them to have a say'. Maria Lottrup, Project Coordinator, Tøndermarsk Project

Key challenges

- Members of the public and activists became impatient when they felt that processes were taking a long time and lacked momentum. Despite strong support for 'getting there' to be developed together, involving all participants, people were surprised that no one could tell them what was going to happen. 'We don't want any more post-its and talk'.
- Communicating the project to local people in a way that informed and involved them, and ensuring that the project was widely known and created a sense of shared ownership. It was not enough to hold public meetings and show posters.
- Co-creation and interdisciplinarity have been challenging for public officials; it has sometimes meant compromising professional insights and letting other people's ideas come to the fore.

Value for stakeholders in the partnership

The Tøndermarsk Initiative has lifted an area that is vulnerable in every way by means of a well-thought-out, holistic approach with a number of mutually effective sub-projects. It is supported by funding from several sources and has resulted in a number of actual, physical





Before and after restoration of Højer Mill. One of many actions in the transformation of Højer as part of the Tøndermark Initiative.

improvements in and around Højer, including urban transformation and landscape development a well-functioning, balanced partnership which has provided Tønder Municipality with important experience and new skills for project development that can be translated into other projects. The people of the area have experienced a renewed pride and confidence in their local community. A new, vibrant narrative about Tøndermarsken has been created.

Essential learning

The close cooperation with the philanthropic and local partners in the sub-projects required considerable resources, but was, according to the municipality, an important reason for success of the project, because it strengthened knowledge sharing, ownership, professionalism and competence building, not least in the field of project development, which has in fact supported the work of Tønder municipality in similar contexts.

The ongoing dialogue with local people, and the inclusion of their views and wishes - including finding the best way to communicate - has been a challenging and time-consuming process. However, as a result, local people today express enthusiasm and support for the changes that have been brought about in their community.

When working on development of a place, it is important to understand the potential of places as more than geography, more than the nature surroundings and buildings of an area. It is people who unlock the potential, which is why it is so important to spend time and resources building collaboration and trust.

'The Tøndermarsk Initiative has shown the value of working long-term and dynamically. When there are many people involved and lots of different things going on over a long period of time, and it's all complex and difficult, it is important to stick to the strategy and the long haul. But at the same time it's alright to try, fail and make adjustments along the way. That's where I think philanthropic partners can play an important role'. Stine Lea Jacobi, Programme Manager, Realdania

The communication effort rather fell between two stools by wanting to address both residents and tourists. That was a mistake. Project communication to local people should have been more prominent in the early stages to mobilise local support and commitment to the special nature, architectural culture and people of the Tøndermarsken. In general, communication needs to be prioritised in terms of the right skills and resources.

Results

'I've lived here since 2008, a newcomer. When we came here, I was greeted by 'what are you doing here?'. Those who lived here were probably happy with their home, but they felt that everything around them was being dismantled and they had been left behind. That has changed, but Rome wasn't built in a day. The hotel has reopened, there are two cafés and an ice cream parlour. Although there are still challenges and it can be difficult to start a business while large parts of the town are being dug up, the mood has turned and people are taking a chance. And Højer has become an attractive place to buy a house. Five years ago there were 50 houses for sale, today there are almost none'. Anne Marie Ludvigsen, Curator, Museum Sønderjylland



'The town has been given a boost and interest in our town as well. We have holiday apartments ourselves and meet many visitors. And then we tell them what's going on. That Højer is the gateway to the Tønder marshes and everything else. They are amazed by what is happening. What interests them most is that the town is being raised to a new level and old buildings not just demolished as in other large European cities. No. Here you preserve and carefully restore them'. Keld Nielsen, Director, LIFETIME, Højer

Hiking trail, developed as part of the Tøndermarsk Initiative.

The interviews and data from the monitoring of the Tøndermarsk Initiative indicate that the negative trend and the mood among the many inhabitants of the area have been reversed. There is development, prosperity and renewed interest in living in, working and visiting the area. The owners of over 150 listed and conservation houses in Højer have restored their properties with the support of the Højer Town Fund. At the same time, the historic part of Højer has been transformed with respect for the distinctive local building culture. The overall result is attractive urban spaces that invite both locals and visitors to stay. Climate action has also been strengthened. The northern part of the Tøndermarsken will be transformed into a nature area with the support of a number of Danish nature foundations and the EU, which will also act as a 'car park' for water and safeguard the towns in the area against future climate events.

'Even a peripheral municipality - and we recognise that that is what we are - has a remote area, which is what we were. Before we started the project, people came and handed in the keys to their houses because they couldn't get them sold. So we tore down houses and tore down houses. We don't do that anymore. Now they're being sold - and at a reasonable price. When I talk to young people out in the area, they tell me that now they believe in a future here'.

Keld I. Hansen, vicekommunaldirektør, Deputy Municipal Director, Tønder Municipality, Project Director, Tøndermarsk Initiative

Living Safely (Bo trygt)

A partnership working to prevent burglary and combat burglary-related insecurity.

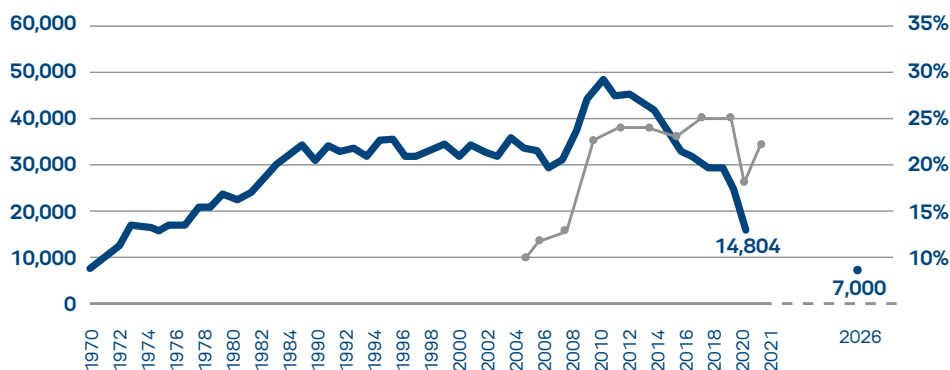
In 2017, TrygFonden safety survey showed that insecurity with regard to burglary Danes' in relation reached new heights. 25% feared being burgled - the highest proportion measured until then. Against this backdrop, TrygFonden wanted to step up its efforts to combat the insecurity caused by burglaries. No one seemed to be addressing the complexity of burglary, the prevention and detection of which span a wide range of measures, such as government work, social conditions, people's various habits, different regulations and practices (not least in the construction industry, insurance companies and others).

Startup

The problem analysis in TrygFonden led to the identification of key actors, and expertise in the Danish Crime Prevention Council [DKR], Realdania as a philanthropic actor in the built environment and the Bolius Knowledge Centre were reached out to. During the preparatory work, stakeholders became increasingly aware that the agenda around the lack of detection of burglary did not reflect the challenge. No one was working on burglary and security from a holistic view of the issue. The number of burglaries in private homes in Denmark had been stable for 30 years at around 30,000-35,000 burglaries per year - with a peak of just under 50,000 in 2009. This was alarmingly high compared to our neighbouring countries. But it was especially the insecurity the insecurity around burglaries, which filled the people's consciousness. This led to a redefinition of the challenge, with different criteria for success.

Number of burglaries in Denmark (the blue line) versus the level of insecurity (the grey line) as measured in the TrygFonden's insecurity survey. The 7,000 refers to the target for Living Safely (Bo trygt). Source: Living Safely (Bo trygt).

We must change the conditions for burglary and security



Based on the problem analysis, the first collaborations, analyses and concrete projects were centred on four aims: to make work more difficult for the thief; make it more difficult to dispose of stolen goods; give the thief other options: put the homeowner in a position to act. These four aims represented a new, all-round approach to the problem and required a very different kind of broad cross sectoral collaboration.

'We set out a goal to eliminate that insecurity, and then we realised that we had between three and four times as many burglaries as neighbouring countries. The goal turned into a vision: we must reduce insecurity, it must be safe to live in Denmark. We want to achieve this by reducing the number of burglaries to the level in neighbouring countries and doing something about the factors that cause insecurity - for example, the way burglaries are covered in the media'.
Britt Wendelboe, Programme Manager, Bo trygt

Organisation

The partnership was launched in 2018 and has since grown, based on a shared vision and a desire to create a collaborative effort involving all stakeholders with an interest in the challenges. A collaboration that has been the lever for joint action. A need gradually emerged to establish a clear, cross-cutting secretariat function to coordinate the overall effort. This function was anchored in TrygFonden in close coordination and cooperation with DKR, Bolius Knowledge Centre and Realdania.

After a four-year strategy period, during which a great deal of experience had been built up around both successful and less successful initiatives, the philanthropic partners, TrygFonden and Realdania changed their perspective: in 2022, the Bo trygt Forankningsstrategi 2022-2026 was decided on. This 'anchoring strategy' places great emphasis on ensuring close cooperation with those social and civil society agencies who are the mainstays in maintaining and continually developing efforts against burglary - in particular the police, the municipalities, the insurance industry, the Crime Prevention Council and the Bolius Knowledge Centre and Realdania.

As a consequence of this 'anchoring strategy' focus, the aim is that by 2026 the secretariat will make itself as redundant as possible, as the work and Bo trygt concepts become truly operative.

Duration of the initiative

2018-2026

Partners

TrygFonden, Realdania, the Danish Crime Prevention Council [DKR], Bolius Knowledge Centre, the police, Insurance & Pension and the municipalities that are part of the work as Bo trygt municipalities.

Objective

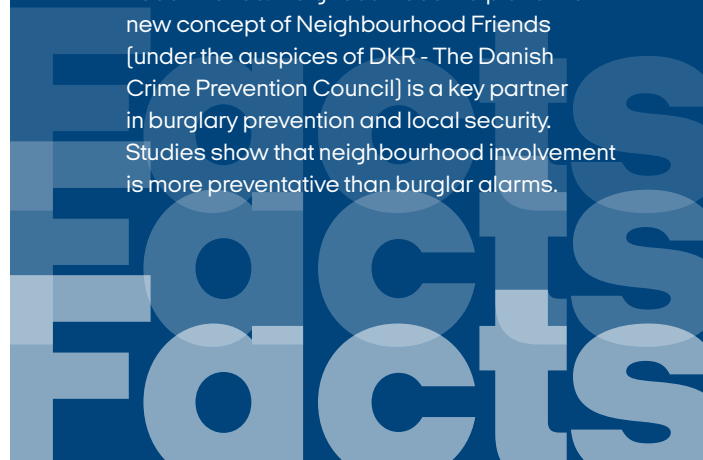
To reduce the insecurity associated with burglary in Denmark and to reduce the number of burglaries in private homes..

Access

Bo trygt addresses the issue of burglary in an all-round perspective. There is a focus on the man in the street, and on what individuals can do to prevent burglary in their homes, while looking at collaborative relationships, professional practices and possible structural changes in society that can help reduce burglary. Finally, the mindset and narratives associated with burglary are consciously addressed.

Examples of action taken

- In 2020, Bo trygt established a network cooperation with a number of partners, including Dansk Erhverv, DBA, Rigspolitiet, Forsikring og Pension, Forbrugerrådet, and the auction houses Bruun Rasmussen and Lauritz.com to limit piracy. Most recently, the network has pointed to the need for a stolen goods register [ROSG] the establishment which in 2022 received the support of the police, the Ministry of Justice, DKR and Insurance and Pension, who have undertaken to lead the collaboration.
- Advice to private individuals on crime prevention: Through the Danish Building Centres Association, Bo trygt has trained employees in hardware stores to give good, objective advice on burglary prevention to their customers.
- The activation of civilians through Neighbourhood Friends: Neighbourhood Help and the new concept of Neighbourhood Friends [under the auspices of DKR - The Danish Crime Prevention Council] is a key partner in burglary prevention and local security. Studies show that neighbourhood involvement is more preventative than burglar alarms.



Stakeholders are interviewed annually as to how in the 'anchoring process' they are supported by the Bo trygt approach.

The partnership currently consists of:

The Funders Group, which sets the overall strategic direction:

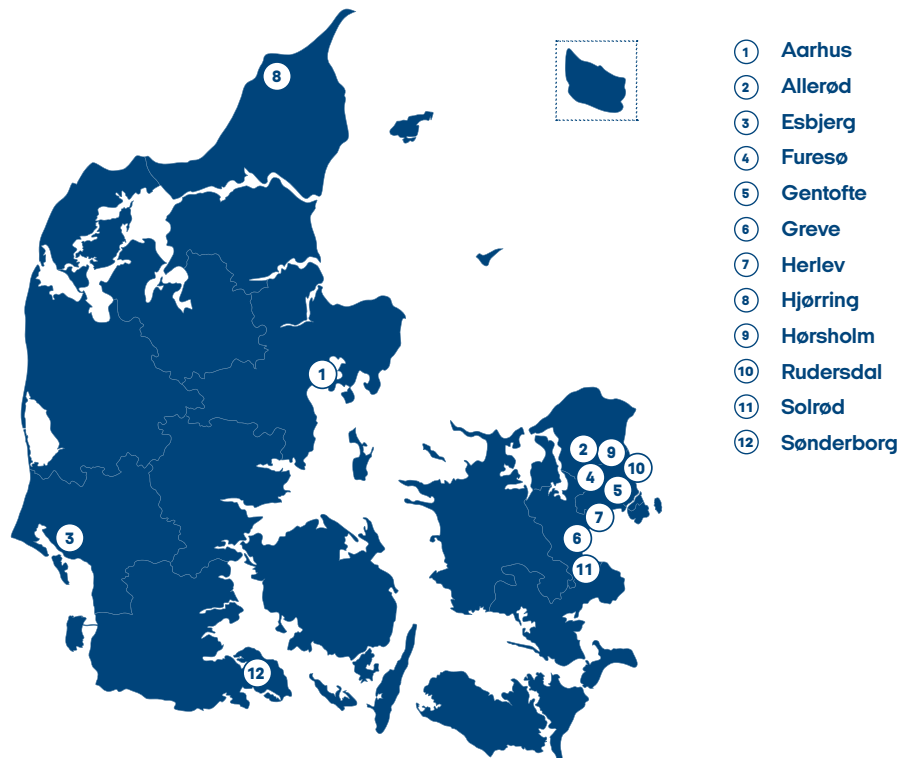
- The philanthropic agencies, TrygFonden and Realdania form the Funders Group.
- **The action board, consisting of core partners, which runs ongoing activities:**
- The Crime Prevention Council. Competent professional knowledge on crime prevention. Also runs Neighbourhood Watch, an effort to empower neighbours to be vigilant and help each other prevent burglary and insecurity.
- Police represented at chief inspector level.
- Selected Bo trygt municipalities.
- Insurance & Pension.
- Bolius Knowledge Centre.

Local municipality and police partnerships:

The emphasis on safe living has made it possible to establish partnerships with a large number of municipalities. In the local Bo Tryg partnerships, the individual municipality and the local police district work together with inhabitants of the municipality to create security for the latter and to prevent burglaries. One way of doing this is by working closely with

Bo trygt municipality partnerships in Denmark create. Source: Bo trygt.

Bo trygt municipality partnerships in Denmark



Neighbourhood Friends, who organise neighbourhood help in each neighbourhood. The first years showed that police-municipality cooperation is central to achieving results.

In addition, Bo trygt seeks to collaborate with and influence other partners who share the same vision. These include:

- Police districts.
- Ministries with relevant responsibilities, e.g. for stolen goods and planning work.
- Insurance companies. Pay out large sums in compensation to homeowners in the event of burglary, are in contact with people who experience burglary and can contribute to the dissemination of knowledge on the prevention of burglary and theft.
- Online trade forums (such as DBA and GulogGratis in Denmark), reflecting the sale of stolen goods to digital platforms.
- Advisory services. Disseminate crime prevention advice and Neighbourhood Watch, offer free advice to victims of burglary.
- Craftsmen and hardware stores. Knowledge and know-how on how to secure buildings against burglary.
- Media; local newspapers are especially important because they cover burglaries and are read.
- Civil society in the form of e.g. landowner associations, village councils etc., because they set a hyperlocal agenda.

'At one point, we reached DKK 1 billion in compensation just for burglaries, and it was clear that we had to do something. But we can't do it alone. We are very happy that there were people willing to coordinate efforts and get something done. We've been behind it from the start, and with the broad cooperation now in place, we believe for the first time that we can succeed'. Tine Aabye, Chief Engineer, Insurance & Pension

'The police district of North Zealand is without comparison the police district in Denmark where there are most burglaries in private homes. We have maybe 35 burglaries a week. So what has been important for us has been to set a common agenda and mobilise as many people as possible to prevent burglaries and ensure safety in local areas. So it's also a recognition that we can't do it all ourselves as police. We need to mobilise other agencies, municipalities and the general population if we are to succeed in our purpose of reducing burglary and increasing safety'. Lene Sørensen, Chief Inspector, North Zealand Police District

Work process

The partners work on many levels. For example, by influencing relevant structural barriers that can reduce the level of burglary; and by disseminating professional practices such as promoting the use of crime prevention and safety principles in municipal planning strategies. Municipalities, police and civil society are currently building partnerships to ensure rapid response when there is a spate of burglaries. The Secretariat supports learning networks in which representatives of the partners meet regularly to strengthen and motivate the action plan and accelerate the dissemination of solutions that work in other municipalities and police districts.

In the context of developing the current Bo trygt Anchoring Strategy 2022-2026, the international consultancy with expertise in Collective Impact, FSG, carried out an analysis of the





NABOHJÆLP

fra Det Kriminalpræventive Råd og TrygFonden

SÅ ER DER ALTID NOGEN HJEMME

Model for Bo trygt's Strategy

The Vision



People find that local community groups improve security and can intervene when problems arise.

Aims - scenarios



Our Mission



Model of Bo trygt's Strategy [2022-2026].

issue of burglary and insecurity from a systemic perspective: what holds the issue together? What areas have the potential to promote a sustained impact? For example, there was seen to be potential in the areas of stolen goods, local cooperation and the promotion of a constructive press.

Important victories along the way

Initially, it was a major milestone to turn the challenge into a security issue. The focus shifted from working to reduce burglaries to working together to enable safe living. This created the conditions for mobilising and working with a much wider range of partners. Recognition by core partners that the issue requires an all-round approach and broad cooperation. The support was confirmed at a conference in October 2021: 'A Common Challenge'. 200 participants, representing everyone from the Minister of Justice, important mayors, the Chief of Police, researchers, police officers, neighbourhood organisations, discussed with great commitment burglary as a common societal problem.

Together with the national superstructure, local partnerships and putting down local roots been essential. Bo trygt has been deeply rooted in the municipalities, which are especially suited to communicate and cooperate with individuals, and where efforts can be tailored to local conditions and agencies. At the same time, the national superstructure provides access to knowledge, networks and staff training as, well as inspiring and legitimizing the municipal administration.

'The national superstructure has been crucial to our success because it has provided access to a wider community with many different disciplines and ways of thinking about burglary prevention. Being part of something national makes a huge difference. I'm also not sure the effort would have survived the municipal elections without Bo trygt. Our local success is that we actually could'. Emil Hermund, former Bo trygt Development Consultant, Furesø Municipality

'There were of course various initiatives previously, but the difference is the commitment made to Bo trygt. This has made it possible to work together, rather than the municipality working with local partners individually. There is a broader understanding and recognition by everyone that we are working together towards a common goal here in Esbjerg Municipality'. Christina Balslev J. Saers, Cultural Consultant and Project Manager, Living Safely in Esbjerg Municipality

Key challenges

- To maintain motivation to prioritise burglary prevention, especially at municipal level, where burglary competes with other key agendas - currently the energy crisis. Burglary is not perceived as a hot potato, even though one's municipality is potentially vulnerable.
- To ensure that Bo trygt has local roots, so that will be maintained in e.g. the police, the municipality and in civil society, after the efforts of the philanthropic is completed in 2026. Bo trygt's local roots are also vulnerable to, e.g. major national reforms within the police force, which in a transitional period make it unclear where in the force it makes sense to invest in development and local anchoring.
- Municipal partnerships can become vulnerable to changes in political leadership. Even if Bo trygt has a signed cooperation agreement in the local partnerships, an election can lead to a change of attitude - for example, back towards burglary being primarily a police task and not something the municipality should get involved in.
- In the beginning, there were forums in Bo trygt, where anyone who had an interest or was curious could join in. Now it is a prerequisite that people support the overall agenda - moving towards creating change based on safety. This has created some disagreement, for example, on the line to be taken in relation to political influence on legislation and framework structures.

'Burglary prevention is not an obvious core municipal task. Therefore, it can be difficult to promote this agenda in municipalities. When the dialogue and focus is more on creating safe, secure and attractive residential areas, a better starting point and a common understanding of the purpose of cooperation is created, which can motivate municipalities to prioritise this effort among many other efforts'. Lene Sørensen, Chief Inspector, North Zealand Police District

'You can have different organisational cultures and traditions as to how you work, which can cause some clashes. For example, how much you work with public affairs. We all have different cultures and organisational interests and many interests and stakeholders that are

brought into play. We have had to learn to deal with this in the Initiative. It's more difficult to have many people working together to achieve something - but it's also the only way if we are to have any hope of solving such a complex challenge as burglary insecurity'.

Britt Wendelboe, Programme Manager, Bo trygt

Value for partners in the Alliance

- That the agenda is made visible as a broad societal problem - requiring solutions that call for cross-sectoral cooperation sectors.
- Strengthening local change by being part of Bo trygt's circle of partners.
- Networking, knowledge, inspiration, staff training.
- Legitimacy locally.
- That it will be easier to build broad local collaborations.

'We've created a construct that looks at the problem from different perspectives and with different knowledge. In the police we don't always have the answers to everything - I wish we did - but sometimes it's really valuable to bring new knowledge and different perspectives to the solutions we need to find. When there is a strong focus on the same goal from several sides, the effect is much more powerful. It just is'. Lene Sørensen, Chief Inspector,

North Zealand Police District

Essential learning

It takes time to find the right organisation. At first, all four initiators were part of the secretariat and coordinated everything. It was cumbersome and inefficient with an unclear decision-making structure. Then responsibilities for different tracks were divided. It became too fragmented. Now a more streamlined partner-driven structure has been found, with a national superstructure and decentralised local partnerships, and a coordinating, supporting secretariat function located in TrygFonden. This organisation is seen as valuable by stakeholders in terms of supporting action and results.

There is a growing understanding that not all investments yield results. All, however, provide lessons on which the Partnership should systematically build. A significant amount of money has been spent on programmes where the conclusion has been: it just doesn't work. For example, the citizen-oriented campaigns to get citizens to burglar-proof their homes. The campaigns had no effect. Citizens are not interested. It was an expensive lesson - but an important one.

'The difference is that we now have it anchored deep in the municipalities, and that's great. We're really reaching out to citizens by having created this structure. Bo trygt has managed to get people to help each other, so that Bo trygt doesn't have to do everything, which is quite unique'. Tine Aabye, Chief Engineer, Insurance & Pensions

'We've managed to create a set-up in which people take responsibility locally, saying: "we've got to solve this problem, because it's important". In a municipality there are many agendas, but an understanding and recognition has been created that this is something we need to spend time and resources on'. Christina Balslev J. Saers, Cultural Consultant and Project Manager, Bo trygt, Esbjerg Municipality



Results

The number of burglaries has dropped significantly since Bo trygt started. Corona is a major factor, but the Bo trygt partners feel that there has been a shift in the way we approach and collaborate about burglaries.

Stay safe citizen meeting.

'Last year we achieved a goal which we all previously had said was too ambitious: to reduce burglaries by two-thirds'. Emil Hermund, former Bo trygt Development Consultant, Furesø Municipality

Bo trygt has developed five tips for preventing burglaries, which are part of the material the police hand out to people in the so-called burglary folder.

Positive press reports related to burglary have increased from 5% to 37% of all articles that mention the subject. This is important in terms of tackling burglary-related insecurity.

In October 2021, a conference entitled 'A Common Challenge' was attended by more than 200 relevant stakeholders representing public and private interests, civil society and the national and municipal political scenes. The conference showed that burglary prevention and security are part of a common agenda that can unite people over a wide front.

Support from key agencies for the development of the Stolen Objects Register [ROSG]. This is potentially a key initiative in the fight against the buying and selling of stolen goods.

MedVind in Østerbyen

Over a 12-year period, a broad alliance aims to foster social mobility for children and young people in the residential area of Østerbyen in Esbjerg.

Despite massive efforts by the social child welfare and youth services over several years, social mobility among children and young people in Østerbyen, a district in Esbjerg, Denmark's fifth largest municipality, had not been achieved.

Like other social housing areas, Østerbyen has faced major challenges over the years, including a higher proportion of parents on public assistance, a higher proportion of children and young people with low grades in primary school and fewer young people than elsewhere in the city going on to further education after compulsory schooling.

'Despite the fact that that the municipality has used all the resources and support services available, we have not succeeded in improving the situation. Something had to be done and had to be done radically differently, but we did not know what'. Ulla Visbech, Head of Culture, Esbjerg Municipality and chair of the steering committee that runs the MedVind in Østerbyen project.

Evaluation of Medvind in
Østerbyen, Moos-Bjerre 2022.

Documented challenges facing children and young people in the area

- 41% of children in primary school feel lonely
- About 45% do not do any sports/exercise compared to 23% in the rest of Esbjerg municipality
- Only 64.5% of young people start upper secondary education 15 months after leaving secondary school. The average in Esbjerg is 89.2%.
13% of young people of secondary school age have a job in their spare time, compared to just over 40% at other schools in Esbjerg
- Average grade of 5.4 on the Danish 7-point grading scale in both Danish and Maths [highest score is 12]
- 13.3% have 02 or below [failure] in Danish and Maths [for Esbjerg the average is 6.7%]
- 28% of parents are on public assistance compared to 16% nationally

The Lauritzen Foundation focuses on ensuring that more children and young people living in poverty (social, educational and cultural) become better equipped to be inclusive and contributory members of Danish society in the future. The Lauritzen Foundation has a historical connection to Esbjerg, and it was therefore natural to look towards Esbjerg when the Lauritzen Foundation wanted to establish a longer-term partnership focused on tackling the inequalities of opportunity that occur when young people grow up in a life of poverty, particularly in relation to opportunities for further education and employment.

In Denmark as a whole, around 8% of the total child population grows up in poverty.

Research suggests that this means that they are more likely to be less happy, less likely to participate in leisure activities, less likely to get an education and more likely to be unemployed as adults.

This has major consequences for the individual, but also for society - and it is this problem that the Lauritzen Foundation and the Municipality of Esbjerg have come together to tackle.

Getting started

Inspired by collective impact, Lauritzen Foundation was interested in mobilising partners across sectors in a long-term and mutually binding collaboration. On this basis, the Foundation and Esbjerg Municipality established a clarification process in 2017, which over a six-month period was partly to provide a valid basis for an analysis based on data related to socio-economics and well-being, and partly to investigate whether the public, civil society and municipal agencies could see themselves participating in a multi-faceted collaboration to improve conditions for the area's children and young people and mobilise existing resources.

Duration of the initiative

2017-2029

Partners

The Lauritzen Foundation and Esbjerg Municipality are the main partners. The following external partners are also part of the steering group: Esbjerg Volunteer Centre, Business Esbjerg, Boligforeningen Ungdomsbo, Sydvestjyske Museer. A further 50 or so partners from local companies, public institutions and voluntary/social organisations take part in diverse activities and collaborations in the MedVind in Østerbyen alliance.

Objective

That all children and young people in Østerbyen, find their way through education and into employment.

Access

Those involved in MedVind in Østerbyen work together to solve complex issues concerning the social mobility of children and young people using the 'arena' concept. Young people move in several arenas. For example, they go to school, have leisure interests and are also part of a family. Therefore, there is a need to see the young person from all sides in order to best solve a problem. MedVind in Østerbyen tries to ensure that several agencies work together to bring about changes in the child's entire life situation.

Examples of actions

- Launching of an evidence-based holistic project, 'We in Østerbyen learn together' [VLS], in which several day-care services and schools collaborate on the early language stimulation of children to ensure a good transition to primary school for a greater number of children.
- 'Morning coffee at Præstegårdsskole', an inter-agency initiative involving the Job Centre, Præstegårdsskolen, MedVind in Østerbyen and the Food Bank. The initiative supports children's well-being and learning by ensuring that they get breakfast. It is also an employment push aimed at people on social benefits.



The process of clarification included the perspectives of the area's school children, who became an important mobilising factor and leverage for a shared desire among stakeholders to bring about change. Drawing: Ia Brix Ohmann, Overlap.

A shared vision was subsequently formulated, whereby all children and young people in Østerbyen should find their way through education and into employment, as well as the objective of reducing the short- and long-term consequences of child poverty for children and young people in the area [0-25 years].



Organisation

The clarification process led to the establishment of a partnership to strengthen the mobility of children and young people in the area by forming a strong alliance over a 12-year period. Partners defined during the scoping process four main lines of action, each of which has a different impact on the lives of children and young people living in poverty.

- Health
- Culture and leisure
- Learning
- Job/profession

Against this background, a lot of partners involved in the various lines of action got involved. Today, about 50 partners from the local business community, public institutions and voluntary or social organisations are part of the MedVind in Østerbyen alliance, which is organised as a partnership between the Lauritzen Foundation and Esbjerg Municipality.

The partner group, that is, the Lauritzen Foundation and the Municipality of Esbjerg, manages the project's advisory board, which consists of the following:

- Chairman of the Board of the Lauritzen Foundation [Chairman]
- Director, Children and Culture, Esbjerg Municipality [Vice-Chairman]
- Chair of the Children and School Committee, Esbjerg Municipality
- Director, Citizens and Labour Market, Esbjerg Municipality
- Director, Lauritzen Foundation.

In addition, there is a broader steering group consisting of:

- Cultural Director, Esbjerg Municipality (chair)
- Deputy Head, Strategy and Programme Development, Lauritzen Foundation (Deputy Chair)
- Head of School, Urbanskolen, Esbjerg Municipality
- Director, Business Esbjerg
- Daily Manager, Volunteer Centre, Vindrosen
- Job Centre Manager, Esbjerg Municipality
- Director, Local Housing Association, Ungdomsbo
- Director, Museum of Southwest Jutland.

A backbone secretariat of 3.5 FTEs supports the Alliance.

How it works

Over time, the contours of the initial lines of action have been softened. Today activities are developed and targeted according to the age of the young people involved, because this gives a clearer direction to activities and indicates which partners are relevant to have on board.

The partner group approves the strategy and direction of the Alliance, prioritises and mobilises the framework and resources, and has overall responsibility for the Alliance and the continued support for it. In addition, the Partner Group is responsible for raising and communicating awareness of key structural challenges and barriers locally and nationally.

The Steering Group sets the overall targets and is responsible for communicating the initiative's experiences and results, coordinating activities and mobilising lines of action and activities within the Alliance. In close cooperation with the backbone secretariat, the chair of the steering group is responsible for the Alliance's annual plan and the progress of its activities.

The backbone secretariat supports the work of the Alliance by:

- Coordinating and managing close cooperation with all the partners in the Alliance.
- Leading and developing initiatives and ensuring progress within each line of action.
- Providing the relevant research-based knowledge and data to inform action.

Important victories along the way

The city's municipal, professional and voluntary partners have really become aware of each other's resources and the value of working together; reaching out and playing well together. This is of great value to the partners and the efforts made for the residents of the area. Efforts are thus better coordinated and resources can be directed where they are most needed.

'I don't see anywhere else [in the municipality, ed.] where there is as much common ground as here. It's so easy just to drift along and act on impulse. But MedVind can help us see things in a different way and provide sparring that enables us to do something that works better. We can drift, OK, but they can help us get into the right gear'. Anders Toft Andersen, Educational Head, Præstegårdsskolen

The fact that space has been created for the experiences of the children and young people of Østerbyen to be used on an equal footing with professional experience and to help guide the development and adjustment of initiatives is considered a success. As a first step, under the

Sensitivitet

MedVind

TRIVSEL

2022



VLS i Ristebøl
(i samarbeid)

MedVind

SKOLETRIVSEL

VLS FORESKOLE

MedVind

ENSOMHET

Kontakt for hjelp

önssmål

Indikatorer



Programområde

Indikatorer



Indikatorer



Indikatorer



VED



Indikatorer



auspices of MedVind in Østerbyen, the young people's experiences with school and youth education have started to set the direction for future efforts in order to create better transitions to secondary education programmes and improve retention.

'We now have knowledge that we didn't have before. Over the past six months we have taken a close look at the lives of young people and have gained a lot of knowledge from their stories and their experiences on the path from primary school and further into the education system. We have become aware of both risk and protective factors affecting our young people from Østerbyen, and this knowledge will undoubtedly help to qualify future actions and activities under the auspices of MedVind'. Claus Julius, Head of the Backbone Secretariat, MedVind in Østerbyen

Key challenges

- It has been challenging and time-consuming to find the right cooperation platform between MedVind in Østerbyen and the civil society organisations locally and nationally where synergy and mutual value could be achieved.
- It has been - and remains - challenging to create continuous readiness for change on the part of management and staff, and to ensure that real and lasting change is created, rather than just trial and error. In many ways, we have succeeded, but constant and sustained focus is required.

'A lot of people do new things because they're nice, cooperative people, but they do it in a way that enables them to slip out and go back to the way they used to work. I'm very grateful that there's a fund behind us that provides some authority: "Well, it's what we promised...". There is desire for change that's not just going to go away'. Pia Niemann Damtoft, Job Centre Manager, Esbjerg Municipality and member of the steering group, MedVind in Østerbyen

Value for partners in the alliance

- Stronger cooperation and networking involving municipal and civil society partners.
- Legitimacy and the courage to work more experimentally in municipal administration.
- Ambitious and exploratory use of data as a basis for action.
- Closer and more flexible cooperation between municipal departments, creating faster solutions.

'I hoped that the project would help us get into contact with other departments. We each had our core tasks and knew there was a problem out there, but we didn't have the resources to really and properly work together. We all did a bit of this, but it wasn't 'real'. In the end, though, we were forced to work together because we had outside help and because the management bought into the idea so strongly'. Pia Niemann Damtoft, Job Centre Manager, Esbjerg Municipality and member of the steering group, MedVind in Østerbyen

'From day one, we have experienced a courageous municipality that has let us in at several levels in the municipality - even to those areas where there were problems and where they wanted to do better. The fact that we have been cooperating with different departments at different levels of staff responsibility has provided us as a foundation with some very valuable insights, which also make us better at understanding the municipal reality - and so also where we as a foundation have the potential to support the biggest social changes in the target group

through our cooperation with the municipality and other partners! Kathrine Geisler Madsen, Deputy Manager, Strategy and Programme Development, Lauritzen Foundation

At the same time, there has been a growing awareness that social mobility also requires establishing relationships and building bridges with the surrounding community, so that there is a natural interaction across the whole field.

'The goal is to have an alliance that includes the 'single-family neighbourhood'. If we are to succeed in creating social mobility, we need to create mixes across families. We haven't succeeded in that yet.' Pia Niemann Damtoft, Job Centre Manager, Esbjerg Municipality and member of the steering group, Medvind in Østerbyen

Another key insight is about how data-driven analytics create value. Linking knowledge and data across multiple systems provides a strong basis for adjusting and developing action. This happens far more frequently today than in the past, because there is a secretariat to do the job.

'Our part-time job programme was established on research results combined with municipal employment data on young people aged 15 to 17. Significantly fewer young people from Østerbyen have a part-time job than Esbjerg's young people in general, and with the knowledge we have from research that young people in part-time jobs have a significantly greater chance of ending up in further education and subsequent employment, it became a major focus area for us to develop and establish a workable part-time job programme in Østerbyen. And we can already see that it works!' Claus Julius, Head of the Backbone Secretariat, MedVind in Østerbyen

Results

MedVind in Østerbyen has become a well-functioning collaboration platform where stakeholders bring in challenges and use knowledge and databases to decide on courses of action. Several programmes have been launched to promote the well-being and learning of children and young people in different ways. For example, the part-time job initiative in Østerbyen is a cross-sectoral collaboration that has resulted in more young people in the area having a part-time job.

MedWind in Østerbyen has contributed to increasing trust, cooperation and coordination between municipal and civil society partners. The Backbone Secretariat facilitates and guides new initiatives and supports dialogue and collaboration with analyses and data. This did not happen before.

The project was evaluated in spring 2022. The evaluation documents that:

- Since the programme started, perceptions of Østerbyen have changed, and today it is seen as a district in development.
- There is great optimism in the area today: 72% of MedVind actors in Østerbyen believe that the programme will contribute to improved social conditions in the long term, and that more children and young people in the area will get an education and find jobs.
- There is a changed mindset among stakeholders in the area, in the sense that cooperation and knowledge sharing are valued higher than before.

[Source: Evaluering af MedVind in Østerbyen, Moos-Bjerre 2022].

The Trolthedestien Trail in Kolding

A microcosm of new forms of collaboration to create a new mindset of social inclusion and tolerance through meeting places out in nature.

How to facilitate equality by social inclusion? People with mental disorders, disabilities or special needs are challenged by social and cultural conditions that limit their opportunities to experience and fulfil themselves alone or in equal company with others.

Barriers and causal factors behind the challenges are many, and it is a complex problem field to succeed in.

In 2014, as one way of testing the Collective Impact approach, Realdania launched a collaborative partnership called 'Inclusion for All'. This intersectoral partnership, with the participation of both national civil society organisations and relevant ministries, wanted to rethink how to create social inclusion and communities of equality through programmes and projects with the built environment as the focal point. This was a new mindset, and a partnership was established with Kolding Municipality to try out the idea based on the municipality's development of access to nature not far from the city centre.

Starting up

Kolding Municipality shared the analysis that it was necessary to tackle inadequate social inclusion in new ways - and to use the development of physical meeting places as a starting point for new solutions. Solutions that at the same time called for alternative forms of co-operation - involving various administrations, the local civil society and keeping residents close to the development process. This was the starting point for rethinking the framework for outdoor pursuits along a former railway line.

A pilot project targeted the nature trail from Fynsvej in Kolding to the disused Dybvadbro Station. A popular and scenic area for Kolding citizens. At the same time, it was an area characterised by the proximity of a number of institutions for people with physical and mental disabilities and vulnerability - but without any real opportunity to use the site and be part of the area's life on an equal footing with others. Was it possible to develop the area to provide a framework for inclusive outdoor recreation for the different target groups - and, not least, local, inclusive communities?

In line with the Collective Impact approach, it was essential to understand the problem of social inclusion in the local context. Therefore, a feasibility study was jointly launched, which included a number of highly participatory user involvement processes. This enabled a comprehensive understanding of what was needed to create new, inclusive solutions and to develop an overall vision for the municipality's outdoor spaces along the former railway track.

'With this initiative, we created a bridge between the classic outdoor spaces that all municipalities have in one form or another, and the desire to integrate our social institutions and services much more into the life of the surrounding local community'. Jakob Weber, Head of Environment and Green Transformation, City and Development Administration, Kolding Municipality

Organisation and work process

Social inclusion with nature as the physical focal point called from the outset for local, systematic and close cooperation between the municipality's professional units - in particular cooperation between the municipality's urban and development departments, the environmental department and the social department. There was a corresponding need for the relevant political committees to discuss the problem area and the vision on an ongoing basis and to provide support in the shape of the right framework conditions for the development work.

'People don't see the municipality as this or that department. So for me, from the very beginning, the Trolldhedestien venture has been about working cross-sectorally. We often say to our administrations 'now you have to remember to work cross-sectorally'. In this project we have demonstrated that we can do the same thing politically'. Birgitte Kragh [V], Chair of the Social and Health Committee, Kolding Municipality

'So one department gets an idea - this one actually started with us - and we then put the project management somewhere else in another department, which then works completely seamlessly across three departments. I think that's a kind of showcase for the mindset we have got here - and also for the ability politicians to work together across the board. We were able to work together before, but this initiative has helped bring us closer together'. Jakob Weber, Head of Environment and Green Transformation, City and Development Administration, Kolding Municipality

An interdisciplinary steering group was set up chaired by Kolding Municipality and with representation from Realdania. Later, the Local Development Fund also joined, and the Outdoor Council contributed key professional and financial resources.

As a central organisational measure, the municipality also quickly allocated resources for a permanent secretariat

Duration of the initiative

2014-2021

Partners

The collaboration started as a partnership between a Collective Impact group, 'Rummelighed for alle' [initiated by Realdania in 2014] and Kolding Municipality. The Danish Foundation for Culture and Sports Facilities and The Danish Outdoor Council later became active and important co-financing partners in the work.

The Collective Impact group Space for All focused on rethinking and testing ideas that strengthen social inclusion, and the social relationships in and through the built environment. The work revolved around concepts that can create natural meeting places and frameworks for all of us to take responsibility for a quality of life and freedom of action.

Participating organisations in the work: the Danish Disability Organisations, KL, the Municipality of Copenhagen, the National Association LEV, Realdania, the Council for Ethnic Minorities, the Council for the Socially Vulnerable, the Ministry of Social Affairs and the Interior, the Ministry of Health and the Elderly.

Objective

To encourage equality of social inclusion and the empowerment of people with mental illness, disabilities or special needs.

Access

The collaboration focuses on creating and encouraging conditions for people with different backgrounds and circumstances, so that they can experience our natural surroundings. Meeting others outdoors creates new communities, while enhancing inclusion, social relations and self-esteem.

Examples of activities

- The establishment of shelters that can be accessed by anyone, with or without special needs.
- The rapid establishment of a cross-cutting 'backbone' function, a cross-disciplinary function to maintain the vision and link user requirements to the municipal management level.
- The Nature Guide concept: Nature Guide is a learning programme whereby young people and adults with special needs are trained to be nature guides. They learn to communicate nature and the outdoor life within the local natural landscape that the Trolldhedestien provides.
- The 'Forest Group' from the municipal facility Nordhøj: Groups of people with reduced functional capacities are employed to maintain the facilities at Dybvadbro, and offer nature guidance to kindergartens in Kolding Municipality.





The 'Shelter Cluster' is an important setting, illustrating a new mind-set for social inclusion. Kolding municipality coordinates the booking of shelters to maintain social inclusion by ensuring a mix of people with and without special needs.

[1 full-time equivalent], which from the start of the development work has supported the interdisciplinary cooperation and also ensured the involvement and ongoing cooperation of the many associations, local institutions and residents who were - and to a greater extent hopefully will be - users of the area.

Ordinary people, associations and employees from the municipal housing, activity and social services concerned with social and disability issues were involved all the way: from creating an understanding of their needs and their position in relation to the potential of this field, to their being involved in choices and decisions connected with the design and establishment of the actual physical sites. Later on, more attention was paid to citizens with special needs and how social parameters can be translated into buildings in which people with different challenges can meet. Consulting architects were close to all the processes involving end users. Design School Kolding's laboratory for social inclusion helped uncover the needs of the vulnerable section of the target group and contributed to an in-depth understanding of the barriers, opportunities and concepts at work in the development of the 'third meeting place'.

'It's very different to anything we've been involved in before. The end users, together with us staff, have been involved from the very beginning, coming up with ideas and suggestions and putting our needs into words. What will the interior look like, what will the building look like, what colour should the garage be, what kind of doors shall we have? We've been right down to the nitty-gritty of how we're going to use the place, live and function there. And when they started building out there, we joined the builders and helped where we could'. Lars Nord Rødtnes, Social Educator and Nature Guide, Nordhøj, Kolding Municipality's Employment, Activity and Social Centre for people with physical and/or mental disabilities

Significant victories

It was a victory to have developed a common vision and created commitment and involvement from the political level to the individual level - and as a facilitator in the process the municipality, which has contributed comprehensive professional and regulatory expertise. This has been an important prerequisite for understanding the problem area in order to develop new thinking and concrete solutions in new collaborative constellations. The dialogue between the municipal and national levels has confirmed that equality of social inclusion was an agenda and complex issue that cuts across municipalities - and is actually very complex to achieve. A new, shared mindset on social inclusion was gradually constructed, exemplified by the buildings that resulted.

Linking a complex issue with the development of natural spaces as a lever for finding new solutions and cooperation at all levels has been groundbreaking and has produced results that are innovative and meaningful. The vision has been maintained throughout - and continues in the operation of the area.

Key challenges

- Working with Collective Impact is time consuming. For example, it is a time-consuming process to do extensive needs assessment and user research in order to understand the issues and the needs of end users. As a result, the process has sometimes seemed lengthy and unclear to those involved.
- Architects' lack of experience and knowledge about working with social inclusion in the

built environment was also time-consuming and it required extensive discussions to incorporate the social components into the physical design.

'When we're talking about complex challenges and what the other collaborators are supposed to do, then you have to start by getting the various experts to talk together. That doesn't always happen by itself. We've held a lot of very long meetings to keep the users in mind when discussing the landscape, materials and design, and making sure people's needs get translated into the final plans. We've had to stick to what it is we really want from these facilities'. Mads Kyed, former Development Consultant and Project Manager, Trolldhedestien, Kolding Municipality

Value for partners

- Collective Impact was a whole new way of working together, opening up a new collaborative process and mindset - for example, a whole new focus on looking deeply at the problem, using and building data, setting clear goals and sticking to them.
- The focus on the issue of social inclusion meant that it became clear to everyone that the only way to work was cross-disciplinary and across political committees.
- A lot of external expertise through collaboration with philanthropic agencies as partners. Working on a project together with the general public, various associations and local institutions.

Essential learning

There is great potential in linking national and local agencies when testing new ways to tackle a complex issue. Linking provides an important strategic space for reflection where important learning can be discussed at system level, which can influence mindsets.

The time-consuming process of linking people and the social component with physical buildings and outdoor spaces has yielded significant lessons about the value of the municipality as a facilitator. The municipality has been persistent, acting as a hub for cross-collaboration, as a 'translator' between parties, and insisting on keeping the focus on the overall purpose - even when it is difficult.

The work with the Trolldhedestien has created a significant training ground for Kolding Municipality in relation to working with a change of perspective and a movement away from a focus on what people with special needs are entitled to through legislation to a focus on creating a basis for human development.

'I often use Trolldhedestien to exemplify the fact that if we want to create something new, we can't do it with the same old thinking. Because everyone can see that it has produced something that is really beneficial and makes people happy. Right now we are talking a lot about young people's mental health. We have so many resources we can call on and so many people who want to contribute. We just need to learn how to build the bridges and organise cooperation in different ways'. Birgitte Kragh [V], Chair of the Social and Health Committee, Kolding Municipality

'The whole project is a hugely interesting experiment in how we can shift boundaries and get things moving by going beyond traditional disciplines and creating ways and means of drawing civil society much more into the delivery of welfare services and creating more

meaningful live'. Mads Kyed, former Development Consultant and Project Manager, Trolldhedestien, Kolding Municipality

Results

A different perception of how the municipality can work with social inclusion has been created. And of how it is possible to engage the municipality's resources in a new way - illustrated here through the interaction between the professionalism of the social sciences and the development of a physical environment in - and in harmony with - the natural surroundings. While respecting the existing natural environment, the Trolldhedestien project provides a framework for new and different kinds of community.

The goal of improving the Trolldhedestien Trail and making it more attractive to more types of people is pretty well achieved. In particular, staff and end users of social and disability services have embraced the path. For example, a group of people with physical and/or mental disabilities from the municipal job, activity and social facility, Nordhøj, have been given the regular work maintaining Dybvadbro Station and the surrounding shelters. They call themselves 'The Forest Group'.

'It's turned out exactly as we imagined out there, and that's absolutely fantastic. The Group (from the municipal facility, Nordhøj, ed.) loves going out there. They have a fantastic workplace and enjoy every day they are there. Having to solve tasks together creates a social bond between them. And they meet visitors out there who ask questions. Children and adults. Then they answer and tell about what they do. It's huge for them and they massively proud of their work'. Lars Nord Rødtnes, Social Educator and Nature Guide, Nordhøj, Kolding Municipality's Employment, Activity and Social Centre for people with physical and/or mental disabilities

The forest group from Nordhøj is well known in the area. A small workshop is the focal point for many activities, fellowship and meetings. The neighbours, who were initially sceptical about having a number of shelters in their backyard, have now formed the Friends of Dybvadbro Association and are grateful that the area is kept in such good order. That's equality of social inclusion in action.

Activities not initiated by the original participants have started to emerge in the area. A group of citizens with special needs from the nature guide training invited, on their own initiative, some young vulnerable citizens from one of the municipality's centres to spend the night in the shelters. There have been weddings and jazz concerts, and many school classes and institutions use the area.

'There's a lot going on out there now that we only hear about. A lot of things come naturally, simply because the framework is there. Of course, a lot of effort is still needed when it comes to the more vulnerable target group, but we're really off to a good start'. Karen Tønning, Project Coordinator, Kolding Municipality

The change effected is clearly documented by an impact measurement carried out by the Social Action analysis agency in collaboration with the Collective Impact group Inclusion for All. Using the area by end users and staff in the social and disability field has greatly fostered an experience of togetherness. Their experience of community has more than doubled.



The forest group offers nature guidance for kindergarten children in Kolding.



The role of philanthropic agencies

All seven case stories are characterised by the fact that a philanthropic agency has played an active role in the partnerships. Based on interviews and analyses of the seven cases, we will highlight selected areas of learning, with a focus on the role of the philanthropic agency.

'As a foundation, we had become interested in how we could help bring about more lasting change. We had been working in the homeless sector for a number of years, and Home for All was the first case in which we went from being a more traditional foundation that supports projects to being a foundation that aims to create systemic change'. Sine Egede Eskesen, Director, The Bikuben Foundation

Offers a platform for collaboration

A philanthropic agency can bring partners together in a new form of collaboration. In several of the cases there are conflicting special interests, different organisational capacities or experiences and traditions in terms of engaging in cross-cutting collaboration. Here, the philanthropic agency can contribute with a framework for a more neutral meeting place, a meeting place that can also help set the agenda, change mindsets and thus be crucial for the parties to succeed in finding new solutions. In several of the cases, the collaboration platform provides the participating parties with access to increased networking and more influence than they would have as an independent organisation in relation to the agenda in question.

'The fact that Realdania has gathered so many different interests in the 'boardroom' – that is, in the steering group – has been really valuable, providing credibility and legitimacy, also locally. It has made it possible to focus on common interests – far more than we have seen in other initiatives. This is probably due to the whole Collective Impact method. After the first meeting with the steering group, my committee chairman from the Technology and Environment Administration said: "I can feel a special energy here'. Rasmus Fuglsang Frederiksen, Project Manager, Joint Change, Mariagerfjord

'The number of burglaries in the North Zealand Police District has dropped by half since 2011. Of course, this is not only due to Bo trygt, but a whole range of factors that together help to reduce the number of burglaries. But we believe that the group cohesion we have gained in terms of preventing burglaries and creating greater awareness does have an effect. It is hugely reassuring that police, the general public, civil authorities and private agencies can find a platform from which to work together towards a common goal, to they can contribute in different ways'. Lene Sørensen, Chief Inspector, North Zealand Police District

Investing in a thorough analysis of the challenge

Fundamental to all transversal collaboration is that the parties have a common understanding of the challenge, and that this understanding is based on data that the parties accept. This is where foundations, as an independent partners, can play a role in helping to produce a comprehensive understanding of the area and the challenge to be addressed. In all cases, foundations thus emphasise the importance of analysing the problem before taking concrete action. A commitment to problem analysis includes dedicating resources to relevant analysis, study tours and data collection, as well as a varying degree of stakeholder dialogue and user involvement. In later phases of the project, foundations will, for example, also support pilot experiments that test new solutions or methodological approaches to solving the problem. This builds directly on the problem analyses.

'As a foundation, we have learned so much from being part of MedVind in Østerbyen. We have got closer to practice – gained insights and understandings we would not otherwise get through a standard application or grant process – both in relation to the municipality, but also in relation to social housing, social organisations, associations and other active agents in the area. We listen and learn, bringing into play the network and knowledge that the alliance needs. And here we can see the advantage we have that in virtue of our work we have a wider range of contacts than the Municipality of Esbjerg'. Kathrine Geisler Madsen, Deputy Head, Strategy and Programme Development, The Lauritzen Foundation

Funding an external secretariat that can act neutrally

Collaborating across sectors and testing new processes, solutions, and models of cooperation over a long period of time is both time-consuming and resource intensive. It can be difficult for many organisations to mobilise resources internally. In all the case stories – with the exception of the Trolldhedestien project – philanthropic agencies play an important role in funding secretariats dedicated to coordinating the work and the collaborative community established around it. The purpose of the secretariat is typically to work 'neutrally' with the issue, ensuring momentum and keeping the focus on the common task. Funding the secretariat can also reduce the cost to the partners of being part of the cooperation platform. This may require additional resources, which can be difficult to find in many organisations. In some cases – e.g. the Tøndermark Initiative – the foundations also invest in local skills development specifically related to the work.

Secretariats vary in nature, are organised differently, and are physically located differently – either close to the philanthropic agency (Living Safely, Sustainable Landscapes of the Future, Home for All) or (most commonly) geographically close to where the problem at hand is to be found [e.g. MedVind in Østerbyen, Tøndermark Initiative]. The secretariat can also be placed with core partners [e.g. KKR and CONCITO] as is the case with DK2020.

This diversity in the nature of the secretariats reflects the diversity of the issues, while reflecting the philanthropic agency's or partnership's own strategic considerations and experiences as to how best to anchor interventions in organisations that are close to practice and have a degree of permanence.

Being a risk-taker in the partner group – with a long-term focus

Working with complex issues requires a willingness to take risks, because it is necessary to try out new solutions and new forms of collaboration that may not work at first. When collaboration becomes difficult or solutions stall, risk capital and organisational patience are called for. Here, the political independence and financial resources of the foundations put them in a unique position to act at high risk.

'It's the combination of the Lauritzen Foundation as an outside change-agent and a board that was 100 % behind it. We did something new – we went where neither we nor others had gone before. Legitimacy was provided by the fact that everyone knew we were experimenting. This gave, and continues to give us the freedom to fail'. Ulla Visbech, Head of Culture, Esbjerg Municipality, and Chair, Steering Committee of MedVind i Østerbye

'The level of ambition and the bar have been kept high - that's a success. The municipality would never have managed to spend that money on something so extravagant. Some good solutions have emerged. It's a lot of money and it's the foundations. I have to say that we've taken some stick for that at times'. Keld I. Hansen, Deputy Municipal Director, Tønder Municipality, and Project Director, Tøndermarsk Initiative

In several of the projects, the philanthropic agency is an active partner and drives the whole cooperation process within the partner circle, which requires resources and commitment. At the same time, it also helps to sustain momentum and the ambition to tackle the issue in new ways.

Active involvement of the philanthropic agency can increase the need to continuously work at and invest in anchoring the organisation, and the progress of the partners who remain after the philanthropic partner has ended their involvement. The case stories demonstrate that this work is in itself essential and requires a strategic focus and resources.



Appendix 1

Interviewees

Appendix 2

Literature

Annex 1

List of interviewees [Alphabetical order]

Projects

Living Safely (Bo trygt)

Britt Wendelboe, Programme Manager at Bo trygt
Christina Balslev J. Saers, Cultural Consultant and Project Manager, Living Well in Esbjerg Municipality
Emil Hermund, former Bo trygt Development Consultant, Furesø Municipality
Lene Sørensen, Chief Inspector, North Zealand Police District
Poul Erik Pedersen, Development Specialist, North Zealand Police District
Tine Aabye, Chief Engineer, Insurance & Pension

DK2020

Boris Schønfeldt, Climate Coordinator, DK2020
Christian Ibsen, Director, CONCITO
Thorbjørn Sørensen, Climate Director, Municipality of Middelfart
Pelle Lind Bournonville, Project Manager, Urban Climate Action, Realdania

Sustainable Landscapes for the Future

Anker Madsen, Senior Policy Advisor, Danish Outdoor Council and member of the Alliance for Sustainable Landscapes for the Future
Helga Grønnegaard, Head of Secretariat, Sustainable Landscapes for the Future
Rasmus Fuglsang Frederiksen, Project Manager, Joint Change, Mariagerfjord Municipality
Søren Møller, Chair of the Steering Group, Sustainable Landscapes of the Future
Tanja Blindbæk Olsen, Head of Department, Danish Forestry Association and member of the Alliance for Sustainable Landscapes of the Future
Thyge Nygaard, Senior Advisor on Agricultural Policy, Danish Society for the Protection of Nature and member of the alliance behind the Sustainable Landscapes of the Future

The Home for All alliance (Hjem til alle)

Anne Bergvith Sørensen, Programme Manager, Home for All Alliance,
Bo Heide-Jochimsen, Director Project Outside
Ellen Klarskov Lauritzen, Director, Danish National Board of Social Affairs
Erik Kaastrup-Hansen, Director Social Affairs and Employment, Aarhus Municipality
Kira West, Director, Home for All Alliance
Sine Egede Eskesen, Director, Bikubenfonden
Tom Pedersen Rønning, Housing Strategy Consultant, Odense Municipality

MedVind in Østerbyen

Anders Toft Andersen, Education Head, Præstegårdsskolen
Claus Julius, 'Backbone' Head, MedVind in Østerbyen
Iben Møller Pedersen, Learning Consultant, Esbjerg Municipality
Kathrine Geisler Madsen, Deputy Head, Strategy and Programme Development, Lauritzen Foundation
Pia Niemann Damtoft, Job Centre Manager, Esbjerg Municipality and member of the steering group, MedVind in Østerbyen
Ulla Visbech, Head of Culture, Esbjerg Municipality and Chair of the Steering Committee, MedVind in Østerbyen

Trohedestien in Kolding

Birgitte Kragh (V), Chair of the Social and Health Committee, Kolding Municipality
Jakob Weber, Head of Environment and Green Transformation, City and Development Administration, Kolding Municipality
Karen Tønning, Project Coordinator, Kolding Municipality
Lars Nord Rødtne, Lars Nord Rødtne, Social Educator & Nature Guide, Nordhøj, Kolding Municipality's Employment, Activity & Social Centre for people with physical & /or mental disabilities

Mads Kyed, former Development Consultant and Project Manager, Trolldhedestien, Kolding Municipality
Mette Margrethe Elf, Collective Impact Officer, Realdania

The Tøndermarsk Initiative

Anne Marie Ludvigsen, Curator, Museum Sønderjylland
Keld I. Hansen, Deputy Municipal Director, Tønder Municipality and Project Director, Tøndermarsken Initiative
Keld Nielsen, Director, LIFETIME Furniture, Højer
Lars-Erik Skydsbjerg, Head of Technology & Planning, Tønder Municipality and Project Manager, Tøndermarsk Initiative
Maria Lottrup, Project Coordinator, Tøndermarsk Initiative, Municipality of Tønder
Rico Jensen, Project Manager for Routes and Trails, Tøndermarks Initiative
Stine Lea Jacobi, Programme Manager, Realdania

Researchers and experts

Carsten Greve, Professor of Public Management and Governance, Department of Organisation, Copenhagen Business School

Charles Leadbeater, Author, expert in systems innovation and Senior Advisor to the ROCKWOOL Foundation's Intervention Unit.

Christian Bason, CEO, Danish Design Center

Jennie Winhall, Head of Social Innovation, ROCKWOOL Foundation Intervention Unit and Founder and Director, ALT/Now

Pia Heike Johansen, Associate Professor of Rural Sociology and Rural-Urban Relations at the Department of Sociology, Environmental and Business Economics, University of Southern Denmark.

Pia has also been a follow-up researcher on the collective impact project The open countryside as a double resource.

Victor Pestoff, Professor of Co-creation, Ersta Sköndal Bräcke University College Sweden and Adjunct Professor, Department of People and Technology, Roskilde University.

Annex 2

Literature [Drawn from the introductory theoretical section]

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– a collection of case stories

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