

# Grassroots Movements & Stockholms Stad: Bridging the Gap

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**R 15.02**

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# Preface

The report that you are about to read is the result of a creative and in some ways chaotic project, where students from different disciplines and universities worked with challenges that Stockholm, as a county and a city, is facing.

***The city is our lab!*** - is the motto for Openlab. Students worked with challenges provided by Stockholm City and Stockholm Council in a wide range of areas. Within the framework of a 15 credits master-course, students worked in project-groups of 6-8 persons for one semester. To develop an understanding of the issue at hand, students engaged with the set challenges through the use of various research methods such as interviews and observations, as well as literature studies. Students then developed a number of proposals for solutions, one of which has then been pursued to create a more concrete solution that is tested within real-world situations.

Whilst working together at Openlab, students from different disciplines met and interacted with each other – not always without complications. However, in these meetings something new and exciting can emerge. Students carry with them experiences of interdisciplinary discussions and solutions - a very important competence for meeting challenges of the future.

The result of all discussions, analysis, and synthesis's is here documented in the report. Of course the report can only cover some parts of this dynamic and creative process. We who have worked as teachers in this course have our main function as coaches, providing tools during different phases of the project. The students work according to a process model based on *Design Thinking* and *SCRUM*. Creative ideas and systematic thinking merge together to a final project.

For us this is learning at its best – Freedom, Creativity, Social interaction, Engagement and FUN! But it is also based on real challenges in society – the idea is that Openlab's project should contribute to a better Stockholm for its inhabitants. **The city is our lab!**

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# The course Openlab's earlier series of reports:

*13:01 (Swedish)*

Hitta rätt i vården  
Ett värdigt åldrande

*13:02 (Swedish)*

Vårdombud och Vårdagram  
Rätt bil i rätt ruta  
Hem & Vision

*14:01 (Swedish)*

Levande stadsrum  
LivsLabbet  
Alla kan falla

*14:02 (Swedish)*

Spira  
Södersken  
Zon 164

*15:01 (English)*

Increasing Patient Involvement in the Healthcare System  
Stockholm in Motion  
Green Power of the Ecoflower

## **Abstract**

This report outlines the development of our project which, by using a design thinking process, has sought to resolve some of the barriers Stockholms Stad faces with regard to their ability to successfully communicate and cooperate with grassroots movements in Stockholm. In September of 2015 we as a multidisciplinary team received the challenge from Stockholms Stad to "Propose strategies and measures to involve and better cooperate with new social grassroots movements in the development of the city of Stockholm". The final concept is a foundation and working groups for social development which meets several of the identified user needs - namely ownership, recognition, independence as well as the need for tools and resources.

## **Sammanfattning på svenska**

Denna rapport beskriver vårt projekt för att, genom en design thinking-process, lösa några av de problem som Stockholms Stad möter kring att framgångsrikt kommunicera och samarbeta med gräsrotsrörelser i Stockholm. I september 2015 fick vi, ett multidisciplinärt team på Openlab, utmaningen från Stockholms Stad att "Föreslå strategier och åtgärder för att involvera och bättre samarbeta med nya sociala gräsrotsrörelser i utvecklingen av Stockholms Stad". Vårt slutgiltiga koncept är en stiftelse och arbetsgrupper för social utveckling som uppfyller flera identifierade behov hos användarna - ägande, erkännande, självständighet samt verktyg och resurser.

# Content

## Abstract

1. Introduction
2. Challenge
3. Design thinking process (Methods)
  - 3.1. Innovation is born from the clash of ideas
  - 3.2. EMPATHIZE: who are we solving for?
  - 3.3. DEFINE: what are their needs?
  - 3.4. IDEATE: how do we satisfy the user needs?
    - 3.4.1. Feedback
    - 3.4.2. Communication
    - 3.4.3. Resources
    - 3.4.4. Knowledge
    - 3.4.5. Third party as facilitator
  - 3.5. PROTOTYPE: showing is better than telling
    - 3.5.1 What's going up app
    - 3.5.2 Walk 'n Talk
    - 3.5.3 Mobile Community Center
    - 3.5.4 Trendspotter
    - 3.5.5 Voice of the grassroots (Podcast)
    - 3.5.6 App for meeting
    - 3.5.7 Grassroots debit card
  - 3.6. TEST: why does our work matter
4. Our Winning Concept
  - 4.1 Introduction
  - 4.2 Why is a new idea needed?
  - 4.3 Our Concept - Foundation and Working Groups for Social Development
  - 4.4 How will Stockholms Stad support the Foundation?
    - 4.4.1 The main purpose of the Foundation
  - 4.5 Social Development Grants
  - 4.6 Working groups: Bridging the gap
    - 4.6.1 Trendspotting-training
    - 4.6.2 Forming a working group
    - 4.6.3 Working together
  - 4.7 Possible ways to integrate the results from the funded projects into future work
5. Our final thoughts on this project
6. References
7. Appendix
  - 7.1 Appendix 1 - Details on the Social Development Grant
  - 7.2 Appendix 2 - Application Process for Social Development Grant

# 1. Introduction

In recent years Stockholm has experienced a fast population growth and almost half of all of its most recent inhabitants come from foreign countries. Like many other growing cities, Stockholm is characterized by social and economic cleavages and inequalities. Research has shown that these growing inequalities represent a serious challenge for Stockholm and pose a threat to the overall sustainability of the city (Strömblad and Malmberg 2014, Ålund 2015). Increasing social inequality is a hazard that affects all of Stockholm's inhabitants and is not solely limited to those who are considered to be socioeconomically vulnerable but affects those who are 'better-off' as well.

Civil society in Stockholm is changing and the voluntary engagement of residents in the political realm is taking new paths in which corporate governance, party politics and annual meetings attract fewer citizens, while new social movements and networks in civil society play an increasingly important role, attracting and engaging more and more people. Nonprofit organizations have long been an important collaborative partner for Stockholms Stad. The transparent structure and working processes that formal organizations have make it easier for Stockholms Stad to form lasting partnerships and working schemes with these organizations. Furthermore Stockholm's public assistance system requires that applicants have established some form of official organizational structure in order to receive grants or support of any kind. This makes it extremely difficult for Stockholms Stad to support non-established organizations such as grassroots movements.

How should the City of Stockholm bridge this gap and reach out to and support grassroots movements in a more efficient way, and how can the city develop its work to create a better interaction with these movements?

To deal with these increasingly pressing issues a special working group has been commissioned by Stockholms Stad and has formed what is now known as the Commission for a Socially Sustainable Stockholm (Kommissionen för ett socialt hållbart Stockholm). This commission has the responsibility of developing strategies and proposing new ideas to reduce existing socioeconomic inequalities, to improve the overall well being of citizens, and to foster sustainable living conditions within defined areas of development for all people living in Stockholm. The commission has different areas of focus: democracy and security, conditions during childhood and education, housing and city planning, as well as work and income. This is a long term working process which will unfold from 2015 to 2017. Thereafter decisions will be made about how the work will be incorporated into city planning. The commission's main responsibilities, as stated in its first report *Skillnadernas Stockholm (2015)*, include:

- Analysis of unequal living conditions between groups and geographical areas in the city.
- Identification and development of objectives for a socially sustainable Stockholm.
- Propose strategies and measures to reduce unequal living conditions within defined areas for development.
- Suggest ways to measure and monitor the development of social

inequality over time in the city's system for management control and operational planning. (*translated from Swedish*)

As part of this assignment the Commission has turned to us, students at Openlab, for innovative solutions generated by a design thinking process.

## 2. Challenge

As formulated by the Commission, our challenge is to “Propose strategies and measures to involve and better cooperate with new social grassroots movements in the development of the city of Stockholm”. After having achieved an overall understanding of the problem area within which we would immerse ourselves for the following four months, we decided that it would be beneficial for us to reformulate the challenge in a clearer way so that the crucial problem would be dealt with more specifically.

*How might we create a platform that supports cooperation and involvement from grassroots movements in the development of Stockholms Stad?* This formulation of the challenge puts a clear emphasis on the *cooperative* aspect of the problem.

Based on our initial understanding of the challenge we discovered that there is a significant lack of cooperation and communication between Stockholms Stad and grassroots movements. This shortcoming is caused by different factors, such as the lack of trust and the excessive bureaucratic procedures that characterize the process for requesting grants and general support for grassroots movements. Our aim is thus to come up with a game changing solution which will bridge the gap between Stockholms Stad and grassroots movements and create an environment in which both actors can collaborate and work towards achieving a common vision for a more sustainable Stockholm.

# 3. Design thinking process (Methods)

## 3.1. Innovation is born from the clash of ideas

We are an interdisciplinary group, formed by six students from different Swedish universities. Our academic backgrounds vary between the social sciences, computer sciences and humanities. The presence of this broad variation of disciplines and expertise within our group has allowed us to approach this challenge from distinct and unique points of view allowing for the development of a rich and diversified set of ideas which eventually merge to form the broader concept and possible solution to the challenge.

We use a design thinking approach for generating innovative solutions to emerging societal problems. Design thinking is a human centered approach to problem solving by which the designer's sensibilities and methods are employed to match the needs of the end users (Brown, 2009). The design thinking process can be divided into five main modes or stages: the empathize mode, the define mode, the ideation mode, the prototyping mode and the testing mode. Design thinking builds on an iterative process where the solution is redesigned and improved as new information and insights about the user's needs are collected.

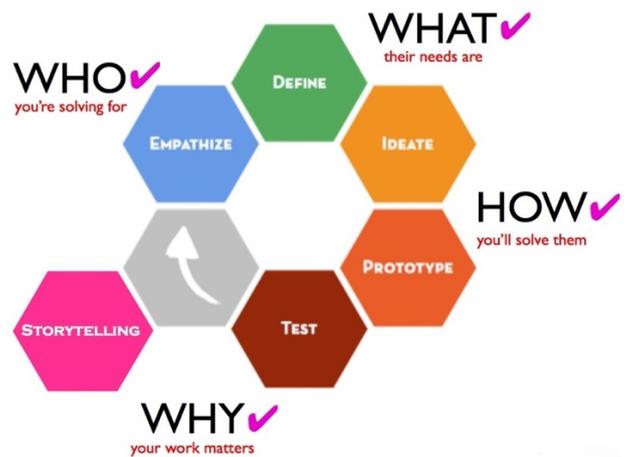


Figure 1. The design thinking process

## 3.2. EMPATHIZE: who are we solving for?

The first evident step in the empathizing mode is to identify the main stakeholders or the users for which we seek to design. Grassroots movements, non-governmental organizations and networks are all a vital part of civil society and the line where civil society and government meet is often blurred. In fact the relationship between the former and the latter is subject to much debate and controversy within academia. While some have argued that civil society is a fortress against government; others regard it as an essential support for it (Rosenblum & Post, 2002). The discussion regarding the relationship between civil society and government is one which goes beyond the scope of this report. However, it is relevant to mention that we ventured into this project based on the premise that civil society does in fact play a fundamental role in strengthening democracy and social sustainability. Furthermore, the terms 'grassroots movement' and 'social movement' are used interchangeably throughout the report. These broad terms are employed to refer to a variety of non-profit movements, networks and groups oriented towards social improvement and which, in contrast to official organizations and NGOs, do not have an organizational

As mentioned in the previous section, Stockholms Stad has experienced difficulties reaching out to less organized groups and social movements within civil society. We therefore determined that our main focus would need to be directed towards understanding and getting in touch with these specific groups. Social movements typically work towards achieving a more just and equitable society but do so in an informal, non-hierarchical manner. They are not formally registered as organizations and they often lack the legitimacy and recognition that most formal organizations typically have. Among the movements we have been in contact with are: Linje 17, Cyklopen, Valla Torg, Street Gäris, and Megafonen, as well as activist involved in but not willing to act as representatives of the grassroots movements. These movements deal with varying issues ranging from segregation, housing inequality, racism, urban development, gender equality, sustainability and much more.

Another stakeholder which we target and empathize with are the very people who seek to cooperate with these grassroots movements, the institution who proposed this challenge, namely Stockholms Stad. Understanding the structural organization within Stockholms Stad, their needs, their political culture, and how they view the current situation and existing relationship with grassroots movements is equally as important as trying to understand the movements which Stockholms Stad seeks to reach out to.

Although we used several different methods in order to empathize with the users, interviews as well as participant observation were our main methods of choice. In preparation for the interviews we brainstormed for potential questions and built on each other's ideas.

During interviews we frequently encouraged storytelling in order to avoid putting limits on the user's ideas and to avoid misguided responses. Receiving responses and drawing inferences that are as unbiased as possible by our own worldviews was an essential part of how our teamwork was guided.

### **3.3. DEFINE: what are their needs?**

Empathizing with the users and developing a deeper understanding of the problem is a continuous undertaking. We interviewed more than 20 people involved in grassroots movements and working within Stockholms Stad (during the empathize and test modes) and attended a total of some 10 events. We were also able to define our challenge more clearly by using an analogy. As seen in Figure 2, this analogy portrays grassroots movements as a type of first aid kit where a local, immediate and hands on approach to dealing with social issues (by using the limited tools available in the kit to treat 'wounds'), whereas hospitals symbolize structured organizations which have long term goals for dealing with social issues (by having a defined set of experts/doctors to treat 'illnesses'). The analogy might not apply to all movements/organizations, but served as a tool for us to further understand the challenge.

With the interviews done we proceeded by synthesizing our empathy findings into compelling user needs, insights and points of view. We identified four main personas who all have different needs and gave us different insights: Ben the immigrant activist, Doris the Independent activist, Sam the local activist, and Ingrid the public servant.



Figure 2. Analogy of challenge

**Ben** is engaged in several grassroots movements, different local and international organizations and has also worked at a local municipality. He expressed his frustration regarding the lack of opportunities for immigrants in Stockholm's labour market. He feels socially excluded and that Stockholms Stad isn't doing enough to empower immigrant communities to be involved in the development of Stockholm. Ben has worked with key issues such as racial discrimination and segregation. *Recognition* is a key need for Ben as he too would like to be part of the agenda setting process in city planning.



**Doris** is an independently driven local activist who seeks to empower people in her neighborhood. She needs resources and infrastructure that support her work. However, she wants to be *independent* in

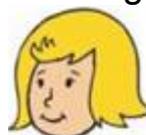
to receive any form of support from Stockholms Stad since, from her experience, accepting support entails giving up a certain amount of her working freedom and limits her ability to work independently.



**Sam** is an activist who also needs resources and support from Stockholms Stad. However he wants this help without having to go through the long and time consuming bureaucratic process of applying for these resources. Furthermore, Sam feels the need to maintain *ownership* of his projects and does not want to be restricted in any way by the help that he receives. While Doris rejects state support all together, Sam is more open to receiving support as long as he maintains his ability to work freely on his projects.



**Ingrid** is a public servant. Her job is to improve the welfare and development of society. She is frustrated with social disruption and the existing lack of communication with grassroots movements. In order to do her job she feels the need to gain a better understanding of movements in Stockholm, to gain their trust, and to develop better *tools* for communication and engagement.



After having identified the different user needs, we came up with four different points of view questions which pinpoint the needs of each one of the personas more explicitly. These are as follows:

- How might we increase the recognition given to Ben so that he too can be an equally influential member of society?
- How might we encourage Stockholms Stad to provide support for activists like Doris without hindering the independence of their work?
- How might we make the application process for resources less bureaucratic so that activists like Sam may receive the support that they need without losing ownership of their projects?
- How might we provide tools to help public servants like Ingrid reach out to grassroots movements so that she may build a relationship of trust and collaboration with them?

These “how might we” questions provided a reference for evaluating competing ideas throughout the project. They also helped us stay focused on the user needs as it is often easy to lose sight of the goal and be guided by one’s own interpretation of the problem. Furthermore, we discovered that the different users and people we interviewed have different ways of carrying out their work. Activists are not always engaged in movements in the same way: some try to work within the already existing bureaucratic system by engaging in strategic dialogues and negotiations with government, while others engage in protests, occupations and locally initiated projects and thus strive towards action driven change. The following image shows the positioning of each persona on a matrix based on their level of action and how they are organized.

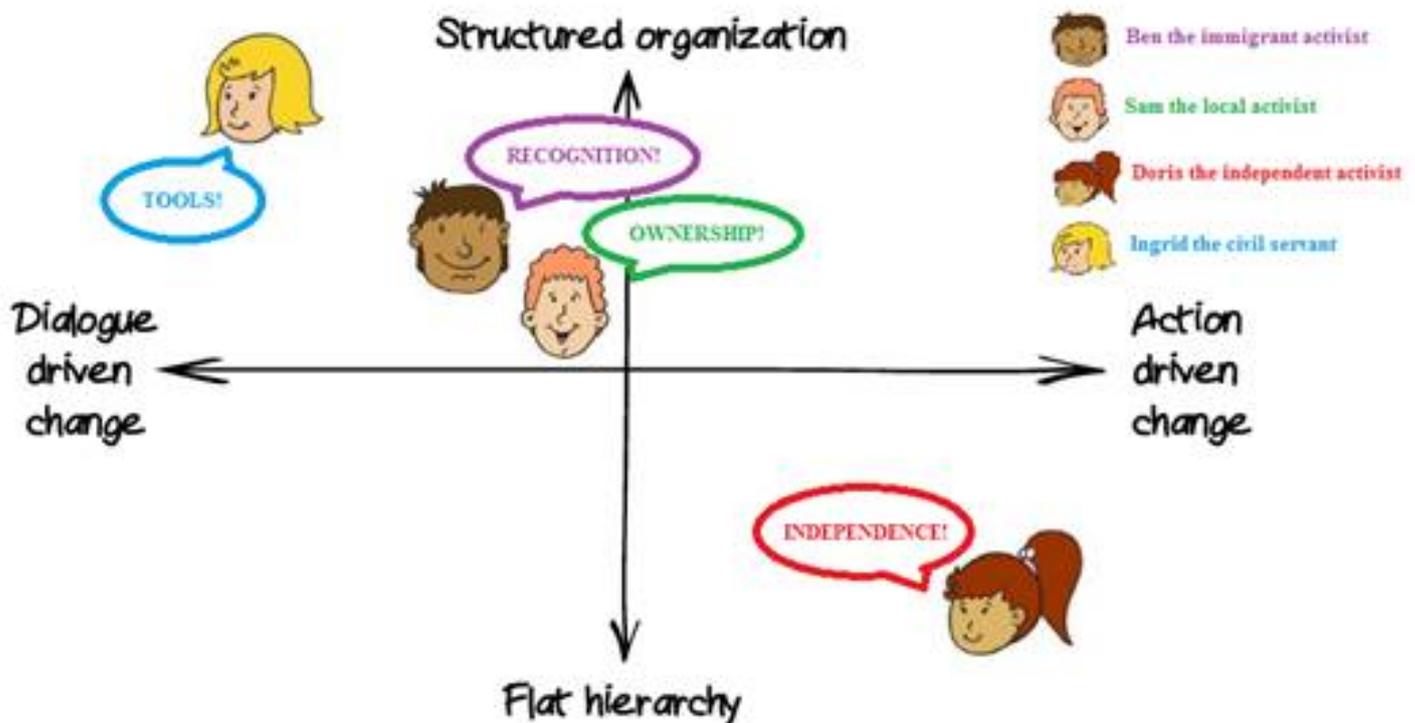


Figure 3. Personas, needs, level of action/organizational structure.

### 3.4. IDEATE: how do we satisfy the user needs?

After having familiarized ourselves with the different users and gained an adequate understanding of their needs we went onto the ideation phase where we started exploring possible solutions. The generation of ideas is at the center of the ideation phase. We used different ideation techniques such as brainstorming, sketching, analogies, journey mapping, storyboard, the Powers of Ten (i.e. adding constraints to our brainstorming sessions which limits the magnitude of the solution space), bodystorming (i.e. role play). Edward de bono's thinking hats was one the ideation method which helped us to look into the challenge in different perspective using different colors of hats with different themes.

The ideas we came up with were abundant and diverse. Different team members had their own unique and creative way of approaching the problem. A fundamental principle in the ideation phase is to make a conscious differentiation between idea generation and idea evaluation. While the former seeks to generate a large quantity of ideas, the latter seeks to assess their ability to satisfy the user needs. In the selection process it is important not to narrow down the ideas solely based on what is thought of as 'feasible', as this could result in the loss of game changing and valuable data. The most innovative solutions usually come from ideas that may initially seem completely bizarre; we made sure not to disqualify these at an early stage but to explore where they may lead us.

After days of ideation and dozens of wide-ranging ideas we finally narrowed them down through a voting process and clustered them into five main concepts: feedback, communication, resources, knowledge, and third party as facilitator.

#### 3.4.1. Feedback

Within the feedback concept we have ideas which facilitate people's ability to provide Stockholms Stad with feedback on the various developments taking place around the city long before the decision making phase has been reached. Ingrid, the civil servant, expressed her inability to get people's opinions regarding city planning in an efficient and timely way. We therefore thought of creating a mobile app called *What's going up?* which allows the people of Stockholm to give quick feedback on the various developments that are happening around the city, such as constructions, renovations, demolitions of buildings and roads etc.



Figure 4. The five concepts.

### *3.4.2. Communication*

As communication is a key component of the challenge we thought of creating several platforms that promote smoother, more in-depth, user friendly contact between Stockholms Stad and grassroots movements, as well as the public in general. Among these we came up with an easy app for making appointments with the relevant agencies within Stockholms Stad as many interviewees expressed their frustration with their inability to reach the appropriate persons in charge who can answer their queries.

### *3.4.3. Resources*

The ideas that fall into this concept area serve as possible solutions to rectify the lack of resources among grassroots movements. Resources are not only financial, but range between meeting spaces, equipment, expertise and any other form of support that grassroots movements may require. One of our ideas was to create a mobile community center that could be used as a place to hold meetings and events. Another idea was to set up a prepaid debit card offered to individuals in groups or networks. This card would be charged with small amount of money and can only be used for specific community development projects.

### *3.4.4. Knowledge*

An important part of the gap between Stockholms Stad and grassroots movements is the mutual lack of knowledge between the two parties. Due to the fluid and spontaneously organizing structure of many grassroots movements, it is difficult for government that is used to the structured nature of established organizations (föreningar) to understand how grassroots network function and find the correct person to liaise with. In order to overcome this. we came up with several

ideas, one of which was the Trendspotter, who we envisioned as a person or a group within Stockholms Stad who will be responsible for proactively monitoring the trends in local organization in the city as well as around the globe that may affect the interaction between government and grassroots movements.

### *3.4.5. Third party as facilitator*

Finally, we looked at the ways that the distrust between grassroots movements and Stockholms Stad may be overcome, and out of this came our concept of a Third Party Facilitator that would moderate the dialogue between the two parties. Among the ideas we came up with for this concept was a facilitator recruited from a local area with ties to grassroots movements and given training on the workings and laws of Stockholms Stad. That person would then lead regular walks through a local area with both Stockholms Stad workers as well as residents and lead a discussion how the neighborhood can be improved and share visions of development of the area.

### 3.5. PROTOTYPE: showing is better than telling

Creating a prototype does not need to be an elaborate process. It can be as simple as a storyboard, a poster, a model, or even a sketch. Our prototypes were relatively easy to make and time efficient. They are designed to address the needs of the users which we have elaborated upon in the define section. Our main goal with prototyping was to get feedback on our ideas from the users. The prototype feedback from these generated the necessary data for us to find the “right” solution to our challenge. Prototypes allow for a more hands-on, visual communication of ideas in a more mutually-understandable manner, and it also allows us to fail quickly and cheaply saving us time and energy. In this section we present images of some of our main prototypes, each with a brief description.

#### 3.5.1 What’s going up app

A mobile app that allows the people of Stockholm to give quick feedback on the various developments that are happening around the city, such as constructions, renovations and demolitions of buildings and roads etc. The app displays each development on a map together with relevant information. The user leaves a feedback through smily-faces showing how they feel about the plans. We developed this application based on igrd, the civil servant’s need for tool to communicate with the local communities.



Figure 5. What’s going up app, prototype

#### 3.5.2 Walk ‘n Talk

Inspired by ‘safety walks’ that are already happening, the Walk ‘n Talk gathers together people from different occupations and interests, such as architects, city planners, and people living in the area. They regularly walk around a neighborhood and talk about the needs of the citizens, the plans of the city and try to combine both to create a common vision for that area.



Figure 6. Walk ‘n Talk, prototype

The person leading this walk, serving as a facilitator who encourage interactions between both sides, can be recruited from grassroots movements and educated by the city about how the city processes work and how the system functions. This prototype was for ben who to be recognized in the agenda making process.

### 3.5.3 Mobile Community Center

A meeting and work space on wheels that can be brought to the area where it's needed. It is bookable for networks and groups in need of a meeting space and can be configured into many different shapes and sizes. Its transparent design is an invitation for the community to take part in the events that are happening inside of it, whether it is a party, community meeting, some workshops or even a temporary workplace where city workers can be closer to the community.



Figure 7. Mobile Community Center, prototype

### 3.5.4 Trendspotter

Someone from Stockholms Stad working with trend spotting (Sv: omvärldsbevakning). The Trendspotter is actively looking for trends concerning social movements. The information gathered by the Trendspotter builds knowledge and creates a better understanding of the local grassroots movements in the city. The Trendspotter can also keep the grassroots movements aware of the city development from the government side.



Figure 8. Trendspotter, prototype

### 3.5.5 Voice of the grassroots (Podcast)

A trained interviewer records a podcast with whomever is interested in telling their story. The interviews are then collected, made public and accessible to anyone. The city could work with radio channels to make these podcasts widely available and advertised.

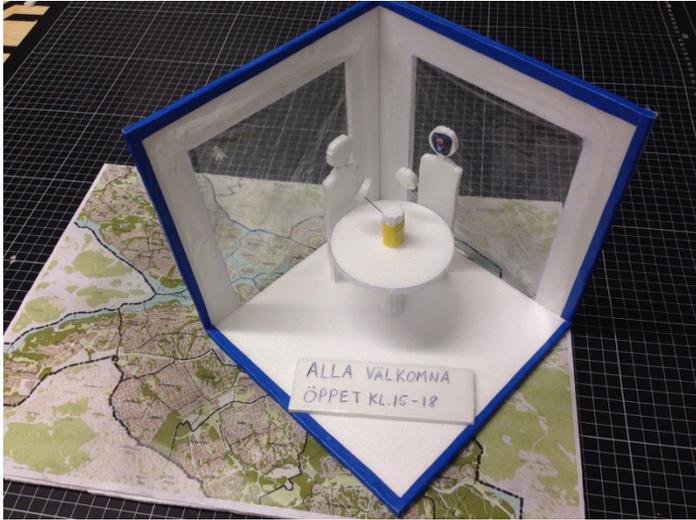


Figure 9. Voice of the grassroots, prototype.

This idea is a means for the transfer of knowledge from what is going on in the neighborhood to other people and also to Stockholms Stad. This would help in sharing it with those who are working on the same issues and they can have a better understanding of living conditions and public opinion.

### 3.5.6 App for meeting

This is a mobile application that makes it easier for community members to book meetings with city workers. Afterwards both parties can rate the meeting and add comments and feedback. The app also keeps track of decisions and plans that were made during the meeting, which makes follow up easier and increases accountability. For a more transparent process, the results and decisions can be made public so others can see what people are talking about all over the city. This app will make it easier for grassroots movements to come in contact with any

person from different departments in Stockholms Stad.

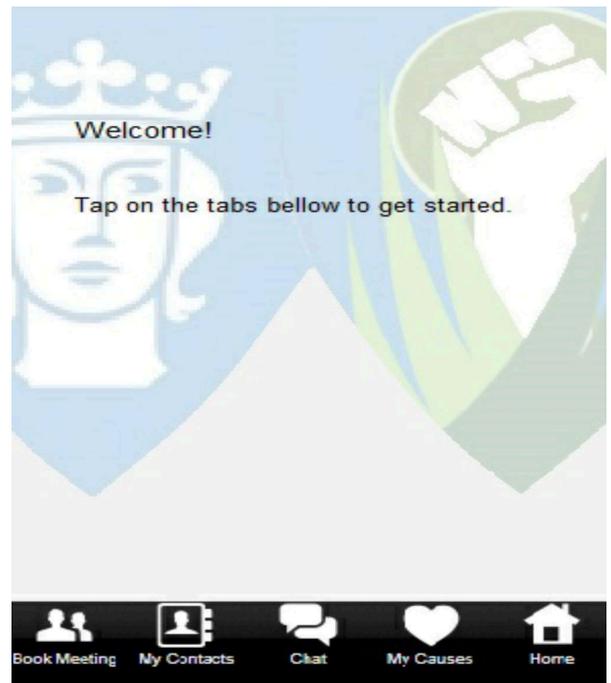


Figure 10. App for meeting, mobile phone app prototype.

### 3.5.7 Grassroots debit card

A pre-paid debit card offered to individuals in networks or groups who are not officially organized. The card is charged with a small amount and can only be used for specific purposes, for community development. This help people get grants easily and fastly.

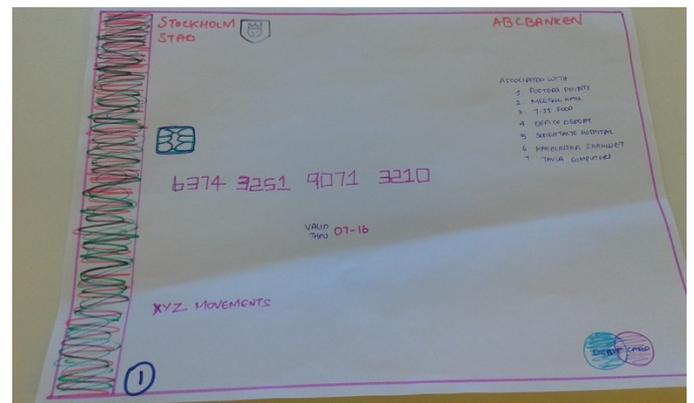


Figure 11. Grassroots debit card

### **3.6. TEST: why does our work matter**

After we had completed our prototypes, we began the process of testing them. Part of this occurred during our concept delivery when we gave our challenge givers as well as other guests of the event a hands on look at our prototypes and gave them the chance to interact with them, while we answered their questions and noted down their comments. We received positive comments at that time on our ideas, especially our more developed and prototyped ideas, with particular attention paid by the challenge givers to the Trendspotter and Trouble-shooting team idea. We then went on to carry out additional testing by creating both an online survey as well as meeting one-on-one with various members of grassroots movements. Unfortunately, the testing phase of the project did not go as in-depth as we had anticipated due to the lack of survey respondents and to the difficulty of arranging the meetings with grassroots movements participants, especially those who are very active in the movements and who also work jobs that take up a great deal of their time. This gave us insight into how valuable it is for members of grassroots movements to get proper resources and help to do their work, in view of the burdens they carry in terms of time and money in working with the causes that inspire them.

Nevertheless, the feedback we did manage to receive was positive and there was a wide variety of views, some of which were contradictory, on how these ideas and concepts could satisfy their needs. Through this testing process, we began to see the prototypes we had created, as well as the challenge we were given, in a new light. We realized that there were two different kinds of prototypes, differentiated by how they handle information. One kind of prototype, such as the meeting app or the podcast app. had to do with gaining

more and/or better information about the problems, issues and possible solutions about the city to Stockholms Stad. The second kind, such as the trend spotter and trouble-shooting team, dealt with the working procedure of the city. We then realized that as important as it was for Stockholms Stad to get relevant advice and information, we must also address the issue of *how* this information is treated and used by the city once it has received it.

Therefore, we arrived at the conclusion that we must combine the underlying principles of both these kinds of prototypes into our final product, which we will now explain below.

# 4. Our Winning Concept

## 4.1 Introduction

In crafting our final, winning concept, we have established several principles and requirements that it must fulfill:

- The concept must be *flexible* to deal with the myriad needs and requirements of civil society;
- The concept must highlight the importance of *recognition* of the expertise and knowledge of those activists who work with grassroots movements;
- The concept must respect that grassroots movements have *ownership* of the issues they work with and respect their independent space to work on these issues;
- The concept must be aware of the power of *informal networks* which connect grassroots activists with each other, and seek to invite them to participate in the work of the city; and
- The concept must embrace the need to *trendspot* and cultivate an infrastructure that encourages city government at all levels to proactively engage with grassroots movements.

Through our process we have acknowledged a need within Stockholms Stad to get a deeper and better understanding of social grassroots movements in order to reach out to them effectively and proactively. There is also the notion from members of grassroots movements who have tried to influence the development of the city through Stockholms Stad that the process is slow and bureaucratic. Grassroots movements

are often in need of resources but the current system requires an organizational number to apply for grants from governmental and municipality institutions.

In order to meet these different needs we developed a concept consisting of different parts

- A foundation connected with Stockholms Stad, through which members of grassroots movements can apply for grants for projects aimed at improving their local community within certain fields.
- Different working groups that are formed upon request based on the needs and current situation in Stockholm. The working groups should consist of officials from Stockholms Stad from the relevant divisions, committees and district councils (Sv. rotlar, nämnder, stadsdelsnämnder), and individuals from civil society involved in community development and grassroots movements within the given field.
- A coordinator facilitating the formation of the groups and the communication within them if so needed.

## 4.2 Why is a new idea needed?

Currently, there is a big disconnect between grassroots movements and Stockholms Stad. The core issue between them is the principle of inclusion. Many people feel that they are not properly included in the process of decision making in a satisfactory way. Since many grassroots movements in Stockholm are formed around local community issues they often have an in depth understanding and analysis of their issue from a local perspective and can hence be seen as experts. When local communities mobilize, for instance in protest against transforming an area there is also often a more complex discourse behind it such as

environmental concerns or racial and class discrimination etc.

Stockholms stad currently have several ways to keep a dialogue with community members prior to for instance building projects in an area. However, according to our understanding, members of grassroots movements and others engaged in local community development regularly feel they are invited to late in the process when there is little possibility to influence the plans. When people do not receive feedback on how their opinions has been taken into account, or that the city don't want their opinions it becomes a problem for local democracy and may lead to protests and occupations etc. In order to truly involve grassroots movements in the development of Stockholm the city should open up for dialogue at an earlier phase.

The concept that we will propose will not be revolutionary; there are similar organizations and concepts that currently exist which also tries to fill the needs we've outlined above. However, their approach to the issue is often temporary instead of long-term, tactical instead of strategic. What we have tried to do is to build on these similar ideas and concepts, refine them, and apply them in more innovative ways. We will now more closely examine each part of our concept.

### **4.3 Our Concept - Foundation and Working Groups for Social Development**

The first part of our proposal is that Stockholms Stad set up and/or fund an independent foundation, the **Foundation for Social Development**. The primary mission of this foundation is to give financial support to community development by funding individuals engaging in this work, not organizations (föreningar).

The model of this foundation should be academic foundations such as FORTE (forskningsrådet för hälsa, arbetsliv och välfärd) or the Swedish Foundation for Strategic Research (SFSR), in which grants are given directly to individuals, researchers and scientists in the case of FORTE and SFSR, and community organizers in the case of our Foundation. Like an academic research grant, an engaged member of the community would apply for the grant on the basis of a project the person would like to implement, for example, countering segregation in the suburbs. The Foundation would ensure that the application process is open, fair, and equal, and is done in a simple way as possible, to allow for as wide an applicant pool as possible to get access to this resource. A detailed description of the procedures for application and selection of applicants is found in the appendix.

Finally, now that the Foundation has a relationship both with both Stockholms Stad as well as members of grassroots movements, it will use its unique position to bring the expertise of movements into the knowledge and action structure of city government. We propose that Stockholms Stad allow its working groups, from the local administration (Sv. förvaltning) level up to higher city-wide groups, to contact

Foundation will identify those grantees and applicants who have applied for or received support from the Foundation and are working on the same issues or in the same neighborhoods as the groups, and invite them to share their knowledge and expertise as a member of the working groups. Although the grantees and

applicants are not under obligation to accept such invitations, when asked, a considerable number of our interviewees expressed their willingness to the opportunity of directly informing the work of the government. We have outlined a way by which such working groups can be created in a below section.



Figure 11. The three circles

The relationship between Stockholms Stad and the Foundation should be as independent as possible. This is to create the ability for the Foundation to act as a third-party facilitator between grassroots movements and Stockholms Stad. Although there will be close cooperation between city government and the Foundation, it must not be seen as merely an extension of the government. but as an

independent entity. This will create the necessary space for activists who may be wary of working directly with the government to work with our Foundation. In a below section, we have set out several scenarios and options around which the Foundation can be built.

## 4.4 How will Stockholms Stad support the Foundation?

This section contains suggestions of the possible financial arrangements that could be feasible for establishing the Foundation for Social Development. It is worth noting that while there are several possible financial arrangements for setting up the foundation, different situations require different arrangements, and there is no 'one-size-fits-all' solution. For this reason and due to the time constraints of the project, we have limited ourselves to exploring two alternatives; one is a *stiftelse* and the other one is a fund. Furthermore, we have deliberately kept this discussion at an overview level and included our thoughts on the pros and cons of each option, so the reader can explore the following section as a source of inspiration rather than a fully written manual.

### 4.4.1 The main purpose of the Foundation

The main purpose of the foundation will be to give out monetary funds in form of Social Development Grants to legal persons in grassroots movements who are locally organizing for social and environmental community development (the grants will be discussed in more detail in section 4.5). Below are two possible options: 1.) establishing the organization a *stiftelse* and an integrated part of Stockholms Stad's structure, and 2.) as an independent fund that receives financial support from Stockholms Stad as well as other independent sources, and remains outside of Stockholms Stad's governance structure.

For either option, in order for the organization to function efficiently, there needs to be staff administering the applications and taking care of the administrative work. We also envision that

the board steering the organization in either option will consist of people from Stockholms Stad, either civil servants or politicians in the city. It can also include members from society or academia in order to have a broader knowledge when judging the applications.

**Option 1:** *A stiftelse (foundation with by-laws) that is integrated in the organisation's structure of Stockholms Stad.*

A foundation with by-law that stipulates the board of the foundation and directives. The board consist of people elected from Stockholms Stad, which can have several members and an option to elect non-politically active people from society. As mentioned before, the board decides which applications gets grants and because of that have extended responsibilities.

**Option 2:** *An independent fund with an independent board, that is funded by Stockholms Stad.*

A fund can be set up to escape the complications with administering a foundation. Whereas a foundation is a life-time commitment, a fund is more flexible alternative and without playing down the purpose of the organization, but making everybody agree upon something that would last for so long time, would need everyone heading in the same direction and working towards this goal.

## 4.5 Social Development Grants

Regardless of the shape of the foundation, its main task will be to distribute the Social Development Grants. Since the city already provides many different ways to support established, chartered organizations (sv. föreningar) the Social

Development Grants given out by the foundation will target persons who work for grassroots movements that have not been incorporated into a formal organization, and support their efforts to build networks, affect social change. and solve problems which are impacting Stockholms city. These persons may be active in fields including, but not limited to:

- Segregation / Racism
- Local participatory democracy
- Environmental protection / climate change
- Tenant rights
- Community governance policies

The target group for the grants is broad and diverse. Grassroots movements organize in many different ways and with different (non-)hierarchical structures, some of which feel obliged to form a legal organization in order to apply for funding for their projects. By providing funding possibilities for this group we offer an alternative to the prevailing structures, often associated with bureaucratic procedures. For a detailed description of the grants and the application process, see Appendix 7.1 and 7.2.

By distributing the grants, the Foundation will serve the need of *recognition* by giving resources to community organizers and activists of grassroots movements and recognizing the value of the work they do. It will also serve as a *tool* for the city government to reach out and build lasting connections to grassroots movement and incorporate their expertise into the work of government. It also allows for grassroots movements to sustain *ownership* of the issue at stake, where Stockholms Stad provides resources through the Foundation, without trying to influence the work being done, given that it stays within the city's legal frameworks. In the long

term, this cooperation will also build trust between grassroots movements and Stockholms Stad as they work together constructively on the issues facing the city, further bridging the gap between the two sides.

When issuing these grants, it is important that the Foundation balance two equally important yet potentially conflicting principles: *flexibility* and *transparency*. The first principle, flexibility, is important because of the vast range of topics, issues, and problems that the Foundation may choose to address with its limited resources. The Foundation cannot support every cause or activist working in the city, and so it must remain flexible in choosing issues to work on which it sees as greatly impacting, or will soon greatly impact, civil society. For the sake of flexibility, we envision that the Foundation distributes grants of a range of amounts, further explained in Appendix 7.1. The second principle, transparency, is crucial in ensuring that the flexibility of the Foundation in choosing grantees is not seen as favoritism. The Foundation must take pains to make clear its selection criteria for the Social Development Grants, even if they change from year to year, and allow a transparent account of the selection process to be communicated to outside parties. In this way, the Foundation will ensure that grassroots movements, as well as the public at large, will perceive the grants as being handed out in a fair and open way.

Information about the financial institution's way of processing the applications should be made available through websites, and accessible via telephone and meetings with the administrator. This engagement is necessary to meet up with a diverse need from the grassroots movement.

## 4.6 Working groups: Bridging the gap

This section outlines how the knowledge and expertise of the grantees and applicants through the Foundation can be incorporated in the work of Stockholms Stad. We suggest a process, involving trendspotting-training for Stockholms Stad's staff, forming a working group consisting of grassroots movement members (Social development grantee, applicants and others) as well as city officials of Stockholms Stad in order to work together on a given issue.

### 4.6.1 Trendspotting-training

As a first step, we suggest trendspotting-training is given to one or several people within each of Stockholms Stad's divisions, committees, district councils on how to stay updated on issues and stakeholders mainly from civil society. Incorporating trendspotting in the work of Stockholms Stad officials was an idea for which we received much positive feedback, and is seen as a way for the city to understand the social environment they are working in and possibly predict societal changes in order to be proactive. The way the trendspotting is carried out should only be by accessing publicly available information; for instance by browsing websites, by being active on social media, and by attending events and having dialogues with stakeholders. The training should be provided by an organization knowledgeable in trendspotting and civil society.

After receiving the trendspotter-training the officials at each committee/district councils are better equipped to understand the possible reactions of grassroots movements on different developments planned within the committee/district councils and have a

better understanding on what groups to involve in a dialogue process.

### 4.6.2 Forming a working group

The next step occurs when a division, committee or district council starts planning to develop or change a certain area of Stockholm. Possibly the city official trained in trendspotting at that district council has noticed potential clashes between the planned development and the stance of the local movements. At this stage the official initiates to form a working group consisting of civil servants of Stockholms Stad, staff of other state owned institutions and companies *and* local community members and grassroots movements engaged in the issue or area.

To reach members of civil society to join the working group the civil servant sends a request to a coordinator connected to the Foundation, asking for people who have applied for grants within the specific field or working with the specific geographical area. After receiving information from the foundation the coordinator suggests civil society members as well as public institutions and companies which should be involved in the process. These connections are contacted and asked to join the working group. They and possibly other stakeholders are contacted and asked to join the working group. Representation should be a central concern when putting together the group.

### **The coordinator**

The roles and responsibilities of the coordinator should be to facilitate the process and connect stakeholders. In order to do so the coordinator should also have received some training in trend spotting to help to identify stakeholders. The coordinator should have knowledge of Stockholms Stad and/or a background

from grassroot movement activism, and also preferably have training or knowledge of non-violent communication, teamwork methods and the grounds of discrimination (ethnicity, gender, age, sexuality, disability, religion, gender expression).

#### *4.6.3 Working together*

The working Group, consisting of a predetermined number of people, suggestively ranging between 10 and 20 selected depending on the issue being dealt with, meet regularly, every second month or more often when needed. The group members receive economic compensation for the time spent meeting in working group. The representatives of local communities and grassroots movements should make up half of the group. Stockholms Stad also need to clearly show their intention of involving the perspectives of the grassroots movements and other stakeholders, and all group members should be treated as equals.

#### *4.6.4 A set of principles/guidelines for working groups*

Within our concept we have assembled a set of guidelines to support the group's work to be successful. The guidelines are based on the insights we have gained through our interviews with people involved in various networks and movements and our research on civil dialogue. These guidelines are fundamental for Stockholms Stad's vision for social planning and dialogue with citizens and grassroots movements.

#### **A clear purpose of the working group**

The stakeholder have a clear purpose with the working group, which lays the foundation when forming the group. The

group's work are communicated to the invited participants from the beginning. When the group is formed it is a first joint task to reach consensus on the purpose, set goals and agree on working methods and timetable. It is necessary that there be a framework for the group's work, but there is room for the group to influence the planning and execution of their work.

#### **Essential resources: financial, human and methodological**

To implement development requires resources and the working group will have a well thought out budget. Resources are especially important when the development work is done in socio-economically disadvantaged areas. Group composition is based on the needs of specific knowledge and expertise that development requires. Having representatives from the affected groups is central and all participants ought to receive payment for their work. An important criterion for the work of the group is to use methods of participation and influence of citizens.

#### **Development is needs-driven**

Development initiated by public officials always arise from citizens and grassroots movement needs and is based on a social analysis (trendspotting). The purpose and goal of the group's work builds on research and contribute to the development of socially sustainable Stockholm. The group's mission is part of a larger societal context and include related and cross-border issues like gender, segregation and socio-economics. The group is partly guided by what politicians, officials and urban planners have put on the agenda, but there is also room to include issues of interest to the group's civilians.

## **Long-term relationship**

Grassroots organizations and public officials mutual build and maintain strong ties with each other. All parties demonstrate willingness to build long-term and trusting relationships. Participation of grassroots movement ensures that the development project will benefit citizens and those who live in an area. The common approach is to regard all citizens as essential carriers of knowledge and community developers. Participation, influence and collaboration take time and there is a long-term ambition of the group and its work.

## **An acceptance of different motivations and needs**

A norm critical perspective of the stakeholder enables for citizen participation that gives room for complexity, diversity and variation. The members of the group have an ability to see that the strength of the working group is to bring different perspectives and diversity of voices. There is an acceptance that there are different approaches to community and social development. The group recognize and take into account the different needs in society.

## **4.7 Possible ways to integrate the results from the funded projects into future work**

One important part of the Social Development Grants is to collect and implement the information from the projects in the future. Put it in other words, the benefits that comes from the collaborations between grassroots movements and Stockholms Stad should exist in a longer time period.

Depending on whether, for example the financial arrangement solution or

Stockholms Stad, has the responsibility to follow up the results from the granted grants, is not obvious in a first glance. But we believe that there should be such "stage", so to make sure that the results from the projects have a longer impact than the duration of the project and a short time horisont after that, i.e. ensure that the money goes to the vision of this idea.

## **Different ways to follow up grants**

It can either be done by letting the financial arrangement have the responsibility, meaning that they not only accept applications and decide on who gets the grants, but also follows up the project and tries to subtract long term benefits from grants. One other way is to let Stockholms Stad have this responsibility. This would make sense in a way that the one that give out the task/assignment, would also evaluate and create the long term goals. Another options is to let both Stockholms Stad and the third party (financial arrangement) share the evaluation process. This may lead to a better accuracy with fulfilling the purpose, but on the other hand can lead to a case where there is no singular responsible part and the consequences of task not properly executed.

The following list summarizes the possible pros and cons for who owns the evaluation process of Social Development Grants.

- Only the Foundation

Could lead to a larger organization and more responsibilities. Both in a good and bad way.

- Only Stockholm Stad

It could be argued that Stockholm Stad would be biased in decisions concerning follow up (even when they assigned the task in the first place). However, the

process cycle would be coherent, which would be a something to strive for.

- Mix of both

Could be ideally be the best option, but with reality this would lead to a vague division of responsibility.

- None

Not in our recommendation, due to the fact that important knowledge would disappear and the full effect of projects would not be obtained.

## 5. Our final thoughts on this project

This complexity of the challenge was beyond what everyone of us in the group imagined. The mere fact that the grassroots movements is hard to define, hard to find and constantly changing, put us from the start in a position where we had a lot of questions to figure out before we even got started.

There were some difficulties concerning the different needs among the grassroots movements, because of the broad challenge and definition; grassroots movements have different needs and some needs even contradict one another. Deciding which needs we wanted to incorporate into the final idea was hard and we had to make trade-off between them. This is not to say that some are of less importance or relevance; ideally all of the identified needs should be addressed, perhaps by future projects in the field.

An additional challenge that we faced was our need to maintain neutrality when working with various grassroots movements. Because we were given this challenge by Stockholms Stad, we were constantly aware of the possibility that we would be biased in our views when we were talking to grassroots movements, and we were always mindful to address this in our interviews and interactions with activists, and present ourselves as neutral third parties.

By presenting our process and final concept we hope that Stockholms Stad will further acknowledge the potential and capabilities of the various grassroots movements in Stockholm in their ability to enhance social development. We

encourage to continue the process of involving grassroots movements in the development of the city by using a “user based” approach which is in line with the design thinking process, creating a rich knowledge base within Stockholms Stad and acknowledging that trust is built mutually. Hence, we think that, ideally, our concept cannot only strengthen the capacities of grassroots movements and the ability of Stockholms Stad to reach them, but also lead to the gap between the movements and Stockholms Stad being bridged from both sides.

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# 7. Appendix

## 7.1 Appendix 1 - Details on the Social Development Grant

Social Development Grants issued by the Foundation are divided into smaller and larger grants, ranging from 5 000 to 200 000 SEK, to provide funding for projects of different magnitude. While the larger grants, paid out in portions over a period of time, can ensure a stable and long term funding of a project, the smaller grants will enable handling more acute societal issues for the movements, launching campaigns etc. The smaller grants will also allow for different people organized within the same grassroots movement to apply and hence divide the financial responsibilities towards the foundation. By applying for smaller grants in succeeding time periods a movement can form their work in a more agile and flexible process.

For both large and small grants, milestones should be set during the grant application process to ensure that grants meets the goals in a satisfying way, which will be further discussed below.

The larger grants will be similar in structure to research grants given by universities, educational foundations, and government funds to researchers, entrepreneurs and scientists. It should include:

- Living, mobility and travel allowance
- A family allowance for dependents
- A separate overhead allowance for costs related to community development

- A separate grant for participating in the working groups convened by Stockholms Stad government

The money received must be used for the purposes spelled out in the grant application. Any money not used after the duration of the grant period will be reimbursed.

The grants will be disbursed in installments over the life of the project proposed for the grant. The grantee will periodically submit updates and meet with the foundation board or staff to review whether the goals and checkpoints mutually agreed upon during the application process have been fulfilled, in order to allow for further disbursement of the funds.

To begin with, the foundation can disburse up to 12 larger and around 12 smaller grants every year. The board will review on a periodic basis how many grants are given in order to ensure it matches its budget and the needs of the city. The grants are given in a rolling fashion, for example four grants given every four months, increasing the opportunities for people to receive the grants and giving the Foundation the flexibility to change their quickly change their focus on different problems.

## 7.2 Appendix 2 - Application Process for Social Development Grant

The application process will be broken down into two phases. In the first phase, the requirements for submission should not be too heavy in order to get as large number of submissions as possible. The main criteria for selection should be the innovative nature of the proposal. The staff of the Foundation should narrow down the submissions into a second

phase of the application. In this phase, the applicants would be provided with assistance in crafting a more detailed proposal, including budget, goals, deadlines, checkpoint, etc.

For the first phase, applicants are required to submit the following:

Name

Personal Number

Project Title

200 word written description of the project

A short video pitch, 5-10 minutes, answering the following questions:

- What are some of the problems that affect society and democracy in Stockholm today?
- How do you propose to solve these problems using the resources that the foundation gives to you?
- What methods will you use to solve these problems?
- What groups, formal organizations or grassroots movements will you work with to implement your solutions?

After all first phase submissions are received, the foundation staff will review them and select 10-15 applications for the next phase.

The board of the foundation will then select the winners from the second round. The board will be given broad discretion in determining the criteria for selecting winners based on considerations on what it sees as problems affecting or will affect Stockholm in the future. The board should favor those applicants who have not yet received a grant in order to widen the network of organizers who benefit from this Foundation, as well as the pool of

expertise that working groups can draw upon when forming teams.

In the second phase, the applicants who have been selected will work together with foundation staff to create a comprehensive proposal that will include the following:

- Budget
- Timeline
- Agreed upon checkpoints and progress evaluations

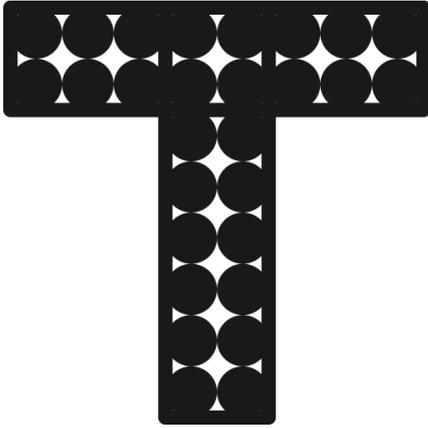
The proposal will also clearly spell out the goals of the project, the means the applicant will use to attain the goals, and the people who they will work with to execute the project.

Since it can be expected that many people will not have experience applying for grants, the foundation should offer workshops and coaching for all second phase applicants in order to assist them to prepare a high quality proposal.

After all second phase proposals will then be evaluated by the board. In evaluating the proposals, the board will be given wide latitude to support those projects which are currently greatly impacting Stockholm, or a future problem that may need consideration and proactive investigation and action.

In order to widen the circle of applicants, the board should be encouraged to favor those applicants who have not previously received a grant. Furthermore there will be no possibility to appeal an application that has been committed.

# Grassroots Movements & Stockholms Stad: Bridging the Gap



This report outlines the development of our project which, by using a design thinking process, has sought to resolve some of the barriers Stockholms Stad faces with regard to their ability to successfully communicate and cooperate with grassroots movements in Stockholm. In September of 2015 we as a multidisciplinary team received the challenge from Stockholms Stad to “Propose strategies and measures to involve and better cooperate with new social grassroots movements in the development of the city of Stockholm”. The final concept is a foundation and working groups for social development which

meets several of the identified user needs -namely ownership, recognition, independence as well as the need for tools and resources



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