

Case study/Brief Description:

Kaufbeuren aktiv stands for

- **a coordinating body in the administration**
- **to call on citizens for volunteering und networking**
- **urban management**
- **developing and realizing new concepts and ideas**
- **several cross-sectional tasks**
- **professional handling of programs and concepts**

Kaufbeuren aktiv constitutes the movement towards 'good governance' of a mid-size municipality (Kaufbeuren is a town independent of an administrative district with 43.000 inhabitants.)

Kaufbeuren aktiv guides and coordinates activities and people acting on various areas. It also supports their ideas and projects.

Civic involvement as well as increasing and supporting volunteerism are defined goals of Kaufbeuren aktiv.

Kaufbeuren aktiv is part of senior staff and coordination body located in the bureau for citizens' service. Due to the size of the municipality the coordination site covers several aspects of operation, performs cross-sectional tasks and attempts to link several players to multipliers respectively existing networks. Despite the orientation of the self-contained administration it is to be stated that acts in integration are also educational, as well as youth and family policy and engagement policy. This cannot be viewed separately.

It is the vision of Kaufbeuren aktiv to emerge from a regulatory authority for general public service to a provider of services to the municipality and its people. A body that activates, coordinates and moderates.

Kaufbeuren aktiv does not look for administrative authorities but approaches these **cross-sectional issues** spanning across department boundaries, being innovative when trying to break up existing structures and using short-cuts off the beaten track – avoiding self-contained administration. The emphasis is to engage in focussed and ground-breaking work creating new opportunities in cooperation with regional and national players.

Essential **characteristics** are:

- participation
- transparency
- sense of responsibility for social groups
- to reach consensus
- integration
- effectiveness & efficiency
- demand driven services
- marketing
- strategic management
- open up new resources and new potentials
- fundraising
- sustainability

Kaufbeuren aktiv is hereby seen as **cross-sectional task for all aspects of society** between clubs, city council, administration, economy, citizens and organizations. With the participation of these players challenges will be met together and in general consensus.

The strategy is to move from a mere administration to community management. Intrinsic to it is the evolution of the administered and guided citizen to an active and involved customer. That is why Kaufbeuren-aktiv pursuits in various areas a better democracy and quality of life thru the following ways of participation (in ascending order of involvement):

- steering committee
- stimulus circle
- stimulus factory
- workshop
- monitoring committee
- network
- forum

Currently the „Ideenwerkstatt Kaufbeuren aktiv“ is active in the following cross-sectional **areas:**

- Youths
- Seniors
- Integration
- Family
- Culture
- Voluntary engagement
- Clubs
- Europe
- Education

Due to the size of the city these topics are dealt with interdisciplinary and interdivisional. In case of a new topic Kaufbeuren aktiv initiates and supports them. At present the following future-oriented topics are being discussed and dealt with: lifelong learning, community orientation, diversity-management, demographic trends, education-management.

In addition Kaufbeuren aktiv is positioning itself as factory for ideas that engages all players. Objective is to realise the ideas mentioned by citizens by working with this citizens for their city, for Kaufbeuren; doing this the following points need to be considered:

- Active engagement of all participants in a project
- Networking with co-operation partners
- Definition of indicators
- Fundraising
- Realisation and coordination with the overall concept
- Stimulus or pilot project for the community
- Added value for Kaufbeuren

To realize Good Governance Kaufbeuren aktiv deals with the following **tasks** on a daily basis:

- Develop an over-arching strategic plan for the whole municipality
- Developing a concept for the various areas of activity
- Developing a culture of recognition
- Guidance and support of project processes and programs
- Design of structures and networking
- Co-ordination and moderation of networks and projects
- Development of co-operations
- Participation in expert panels on the areas of activity mentioned above
- Implementing the notion of participation
- Setting stimulus
- Gathering local and regional ideas
- Initiating and guiding a administration network
- Support of smaller project bodies in writing application for funds
- Recruitment of programs and funds
- Acquisition of resources and potentials
- Financial settlement
- Reporting system
- Evaluation and institutionalising
- Organization of public events, press and public relations for Kaufbeuren aktiv topics

Background (motivation for project initiation)

Experience in the area of integration and the realisation of an integration concept for Kaufbeuren, as well as learnings from implementing a citizens advice bureau or citizen services led to the understanding and conviction of the necessity of a central point to coordinate and network diverse activities and tomorrow's topics.

In 2005 the project "Familienziel" was developed in Kaufbeuren. This project is about providing financial support for the constructing of homes of families that newly moved to the city. It was recognised that in achieving the objective of increased attractiveness of Kaufbeuren other factors are instrumental too, like education, family, child care, support of civil engagement and a demand-oriented administration.

Based on these learnings and the future challenges in mind, the potential of integrating all players in the social area was identified and recognised as being vital for a family-oriented city like Kaufbeuren. We are convinced that the social and demographic challenges can only be met in joint efforts.

For this the combined **potential of citizens and businesses** as well as social and religious institutions is needed.

Essential was the concepts support from the top of the administration, the major and city council, based on their realization that politics need to be effective, efficient and responsive.

The **demographic changes** of a city are taken into account by increase of volunteering and networking of multipliers.

Civil volunteerism is an **added-value and a benefit** to a municipality. According to a study done by the "Stiftungsfachhochschule Muenchen" every investment in corporate responsibility and commitment results in an effect six to seven times higher in worth. In addition the strong company of a municipality's community is providing an advantage of the location factor in times of increased economical competition.

Through participation and networking, especially in public areas, the corporate feeling, seems to be lost, is re-vitalised and strengthened.

Equally intrinsic is the development and formation of a culture of recognition.

Another reason for the project, apart from raising the slumbering capabilities in the society, has been the result-oriented design of concepts and the reduction of hurdles in the administration to increase its effectiveness. In the future committed players and the coordination of activities need to be linked closely to communicate as good as possible without barriers.

Key objectives + specific goals

Central objectives

1. Efficient and effective demand-oriented portfolio of services
2. Increase of responsibility in the society among the citizens
3. Development of potentials and resources
4. Sustaining participation
5. Development of comprehensive concepts

Secondary objectives:

To 1:

- Developing contact points for diverse themes concerning certain circumstances of life and social topics: setup a citizen advisory bureau, event office, idea factory, coordination body for volunteering

To 2:

- Forming cooperations and driving innovation through cooperation between networks and other institutions (e.g.: control body, stimulus circle, stimulus factory, workshops, monitoring committee, networks, forum for e.g. integration and education)

To 3:

- specific offers for districts or social areas in district offices and district clubs
- linking of partners, associations and social institutions

- developing a volunteering and association exchange
- fundraising

To 4:

- Forming and supervising of volunteering beyond the limits of a program or sponsorship
- Integration of all age groups through programs like “Jugend aktiv” (active youths) to increase involvement and raising quality of democracy and standard of life

To 5:

- Designing and implementing concepts for horizontal topics like integration, education, diversity, change management, etc.

Costs/Resources

Following resources are used:

people

- Director citizen service (Diplomverwaltungswirt, integration commissioner)
- Office Management Kaufbeuren aktiv (Verwaltungsfachwirtin)
- PR agency on fee basis
- Project manager and contractor on project basis, or fully hired on the program

budget

- Budget for Microfinance-fund, co-financing of programs and PR work at € 70.000,00
- Capital from ESF-, national and regional, as well as supra-regional trust programs for projects, mainly in social area
- Non-capital funds (e.g. for integration)

objects

- Two offices in city-hall
- Premises in the social room to create offers on site

Partners/network

Bürgerstiftung, Generationenhaus, Wirtschaftsförderung, Abteilung Arbeit und Soziales, Abteilung Kinder, Jugend und Familie, Staatliches Schulamt, Agentur für Arbeit, Arbeitsgemeinschaft Grundsicherung für Arbeitssuchende, Kunst- und Projektförderung,

Integrationsforum, Netzwerk zur Integration von Aussiedlern, ARGE zur Integration junger Migranten, Ausländerbeirat, Arbeitskreis Asyl

Frauenforum, Gleichstellungs- und Familienbeauftragte, Lenkungsgruppe soziale Stadt, Quartiersmanagement, AK Familien in Not, AK Familie und Beruf, Seniorenbeirat, Seniorenbeauftragter, Stadtjugendring mit Jugendeinrichtungen, Kirchen, Katholische Jugendfürsorge, Vereine, Verbände,

Bildungsforum, Bildungseinrichtungen (Volkshochschule, IHK-Bildungshaus), Gablonzer Siedlungswerk, Schulen,

Wirtschaftsunternehmen, soziale Einrichtungen (Arbeiterwohlfahrt, Caritasverband, Bayerisches Rotes Kreuz, usw.), Wirtschaftsforum, Industrie- und Handelskammer, Handwerkskammer, Kreishandwerkerschaft

Europa-Union e. V., Europabüro des Bezirks Schwaben, Städtepartnerschaftsverein

Realisation

Kaufbeuren aktiv is a staff function of the citizen service department reporting directly to the head of department. Also there is a strong and direct support by the major of Kaufbeuren. With this participation and volunteerism is given top priority.

The administrative and financial execution on projects and development programs is driven and executed by the head of Kaufbeuren aktiv office. Here several trainings and additional qualifications have been passed to ensuring a certain degree of professionalism. Marketing and public relations work is executed by an external agency on a fee basis.

Depending on project and program, additional project managers or project admins are added (fully employed or contractors). All of them are especially trained on social project work.

On Gender Mainstreaming a coaching from a local gender-consultant will be given to the coordination office and to individual projects.

The management of district offices has been delegated to various social institutions.

Processes:

Kaufbeuren aktiv office develops comprehensive concepts (like "Integration aktiv", "education aktiv"), allowing focussed deployment and coordination.

The participants working on designing concepts are closely coached, in form of regular meetings with participation of the following groups and bodies (in ascending order of quantity)

- steering committee
- stimulus circle
- stimulus factory
- workshop
- monitoring committee
- network
- forum

Being the factory for ideas the Kaufbeuren aktiv office is the direct point of contact for ideas and suggestions from citizens and businesses.

In the premises of the Generationenhaus (many generations living under one roof) a volunteer exchange has been established, that links supply and demand of volunteerism an open-door for citizens

The ideas are tested on their feasibility against following criteria:

- Active engagement of stakeholders in the project
- Linking with cooperation partners
- Setting of indicators
- Fundraising
- Realisation and alignment to an over-arching concept
- Stimulus or pilot project for the community
- Value-add for Kaufbeuren

Subsequently the necessary resources (budget, cooperation partners, people) are assembled to ensure prompt project execution.

The provider of the idea is professionally supported realising his project. The coordination site serves as moderator, coordinator, tutor and door-opener. The project is supported in the areas of public relations, reporting, evaluation and financial settlement.

These projects directly flow into the above networks. Here the concepts and programs are further developed.

In addition the networks and every participant receives information about regional and supra-regional development, fundraising opportunities and current news related to the fields of operation.

The communication with networks project owners and project participants happens by email, newsletter (regularly every other month), through local media, reports in individual bodies or through the internet. The www.kaufbeuren-aktiv.de website will introduce and describe all projects, programs, events and information e.g. about the recognition culture.

Innovative characteristics

Due to the structure and philosophy of Kaufbeuren aktiv there are following innovative approaches:

- Transitioning the administration to a management function – directing and coordinating all activities in the municipality
- Demand orientation independent of responsibilities typically existing in an administration
- Factory for ideas for all stakeholders at one point (One-Stop-Government)
- Design of comprehensive concepts (strategic management)
- Addressing of future topics and challenges
- Field of activities spanning across departments
- Holistic approach
- Advancing towards a society of responsibility by various areas of involvement, participation through working in networks and similar forms of co-operation
- Professional fundraising of projects and programs
- Professional execution of projects and programs
- Creation of partnerships and co-operations (city council, administration, commercial enterprises, (groups of) citizens, associations, clubs)
- Activating municipality, i.e. supporting stimulus for a variety of activities

Details on citizen involvement

The objective of involving citizens via Kaufbeuren aktiv is to change the citizens by providing incentives. Citizens shall change their roles from being solely administered to citizens that are active and treat the challenges of the society as something that is to be met with for the good of all inhabitants.

For the citizen Kaufbeuren aktiv is the point of contact for his project ideas, providing professional support for their realisation. Here he can address city administration centrally without following roles and responsibilities and is an active participant in realising his idea.

Besides that an active contribution to networks and other forms of co-operation is possible; the citizen can insert his existing potential as partner. Participation is possible as well as information through other points in the network.

It is the coordination site that constantly informs the citizens about areas for participation, sponsorship, network and new areas of operations.

When realising a project the citizen is not left on his own, but is supported after a feasibility study; he is connected to co-operation partners, thus synergies can be used. He even can be directly involved in the developmental process of the municipality.

Thus the citizen can “dock” at existing networks (e.g. job godfathers) or become an agile member of networks (e.g. member of an accompanying council.)

Those commonalities lead to developing and realising new ideas and the citizens get positive feedback.

Visible results of projects that were jointly realised by citizens provide additional value to the society and raise their creative potential. (e.g. creation of a nature trail, designing and raising a monument, restoration of a railway underpass). In addition each idea has a multiplier-effect, as it is discussed and presented publically.

Along the idea, that civil involvement pays off and can serve as an example to others, Kaufbeuren aktiv has developed an integrated concept of recognition of civil involvement.

The following forms of recognition are included:

- Kaufbeuren aktiv – medal in gold, silver and bronze for long-lasting involvement
- Kaufbeuren aktiv - certificate for the young and people applying for jobs
- Kaufbeuren aktiv – Card with a circulation of approx. 800 units, limited according to size of the club, offering various rebates

Apart from that award ceremonies take place at a variety of occasions, e.g. awarding sportsmen, Blaulichtparty, cultural awards.

Results (proves of effect)

Meanwhile more than 110 projects from and with citizen have been realised, managed by the coordination site Kaufbeuren-aktiv totalling the amount of 2.8 million Euro.

National, foundations' and European Capital's funding programs supported many projects.

An additional 70,000 Euro is available annually from municipal capital and further 10.000 Euro from civic trusts, plus an integration manager and initial funds for starting micro-projects, events and public relations work.

Kaufbeuren aktiv is now a brand name in Kaufbeuren and is regarded as a notion and a solid institution and contact point. We can document increasing number of people visiting our website and registrants for the newsletter. Kaufbeuren aktiv intensifies lobbying in politics, clubs and other associations or interest groups.

The example of Kaufbeuren aktiv is recognized outside the region in the following fields: family, education, integration, variety and Europe. It serves as a showcase especially for small and midsized municipalities.

reference/indication/cross reference:

description:

attachment: Flyer

Presentation about recognition-culture, Kaufbeuren aktiv

Verlinkung: www.kaufbeuren-aktiv.de