

Caddies Toolbox

What you are holding is a schedule and some methods. These tools are meant to provide inspiration for all types of community development.

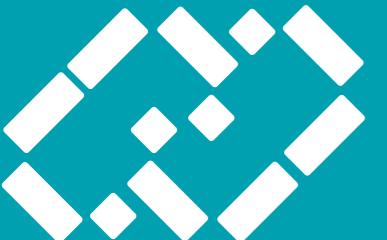
The schedule should be seen as a playful tool that you can use for brainstorming, either when analysing an area's development or when starting up a new project or activity. Choose the parameters that fit your neighbourhood at the moment, or create a vision of the ideal future. After each parameter you will find a number, which leads you to one of the methods that follow. This is just an example of a method where this particular parameter can

be visualised. The methods can be used as inspiration for your own work, and most of the methods can be adjusted to suit your particular environment.

The following schedule and the methods are by no means the be all and end all. There are many more methods that can be used to achieve the goals of a community developer – a Caddie*. And the schedule categories are just a few of the parameters to consider when working with community development. However, the importance of this tool is not to give you the ultimate truth of community development but to give you an inspirational start for

activities in your neighbourhoods. This tool has been designed so that you can brainstorm over and over again on the parameters and categories in the schedule. The clear film and the pencil enable you to circle, draw arrows, and write your own parameters and comments. When you have finished, just clean the sheet with water or other suitable detergent and it's ready for a new brainstorming session! We hope this tool will give you some ideas and lead to new ways of working with community development!

**Norrköping, Riga and Helsinki
Caddies teams**



*A caddie carries a golf player's bag, and gives helpful advice and moral support. A good caddie is aware of the challenges and obstacles of the golf course being played, together with the best strategy to adopt when playing it. This is also what the CADDIES project has been about: providing support. The core objective of the project has been to find out how to motivate the different residential groups to participate and, in a sustainable way, take responsibility for their own neighbourhoods. The tool that you hold in your hands is one of the results of this project, and builds on the findings of the CADDIES project and cross-border cooperation between Riga, Helsinki and Norrköping.



OUR GOAL IS...	WE WANT TO REACH OUT TO...	WE CAN COOPERATE WITH...	IMPORTANT COMMUNICATION CHANNELS...	AVAILABLE MEETING PLACES...	IMPORTANT ISSUES IN THE AREA...	PEOPLE FEEL...	WORTH GIVING AN EXTRA THOUGHT TO...
To motivate people to join in and act	People active in the local community	NGOs	Word of mouth	Libraries	Safety issues	A sense of empowerment	Personalities
To develop a sense of community	Immigrants/ local minorities	Local officials	Local events	Community centres	Green areas	A sense of community	Timing
To develop local networks	Families/ young parents	Housing associations/ neighbourhood associations	Mobile phones	Courtyards/parks	Law and property issues	Trust	Weather
To enhance the neighbourhood identity	City officials	Schools	Bulletin boards	Schools	Attention from officials	A sense of responsibility	Sudden illness
To make joint decisions and compromises	Politicians	Libraries	Internet	Churches	Construction works	Friendship	Backup plans
To gather people together	Busy people	Businesses	Local websites	Municipal offices	Local services	Enthusiasm	Finance
To identify key persons	Young people/ the elderly	Experts	Social media	Shopping centres	Sense of community	Motivation	Laws and other regulations
To gather opinions	Local businesses/ shops	Churches	Newspapers	Sports arena	Traffic/transport connections	Hope	Technical errors
To develop communication	NGOs	Shopping centres	Email	Restaurants	Condition of public areas	Happiness	Cultural differences

01: Attractive invitations

A crucial element when organising events in order to bring people together and to get people involved.

HOW TO MAKE IT HAPPEN – STEP BY STEP

1. Write a list of the people that you would like to participate. What is your target group? Is it the "general public", i.e. everyone living in the area, or a group of selected individuals? Compile all contact details into one list, for instance in Excel format.
2. If you want to reach e.g. politicians or city officials, ask for help from someone who has contact with these people if you don't know them personally. An "insider" can give you valuable information about who is the right person within an organisation to be invited in connection with some specific issue.
3. Choose your strategy. Depending on your target group, different invitation methods can be used.
4. Design the invitation. The visual style and the language used will depend on your target group.
5. Always start with key persons who you really want to participate. Invite them personally,



e.g. by giving them a call and explaining why you want them to participate. They can also help to spread the word about the event.

6. Issue the invitation using your chosen method. Take registrations, and answer any questions people might have.

7. Send a reminder closer to the event. Especially if you have used an email invitation, send a reminder maybe 1-2 weeks before the registration deadline or the event.

8. Deliver additional information to registered participants, e.g. information about how to get to the venue.

TIPS FOR INVITATIONS

LANGUAGE

Forget professional jargon if your target group is the general public. Be specific with your message in order to be convincing. Be positive and welcoming in your way of writing! Take into account also cultural differences: Which phrases work or don't work with your target group? Should the invitation be in sev-

eral languages?

STRUCTURE

Offer the most important information first. Keep it short. The title, the goal of the event, and the time and place are the most important facts. After that you can provide more information about the programme and other practical issues.

STYLE

Using colours and other visual elements is recommended, but remember to be careful. A stylish and simple look is often better than a mix of different fonts, photos and colours.

DON'T FORGET THE FOLLOWING:

Deadline for registration (if recommended), where to find more information (e.g. website link), contact person and who is organising the event.

MULTI-CHANNEL APPROACH

Often, the best way is to use a multi-channel approach when inviting people. You will obtain better results if people receive information about the event via several channels.

INVITATION METHODS

E-MAIL

Both personal and group invitation. Check your own contact lists, and explore the possibility of using existing email lists, e.g. associations often have their own email lists.

LETTER

A very personal feeling, especially if the letter is signed by someone. Good for inviting the key persons.

TELEPHONE

Time consuming, but effective and recommended with key persons.

POSTERS

A traditional but effective method for reaching wider groups. Posters can be placed e.g. in stores, at bus stops and on public bulletin boards. Remember to check whether you are permitted to put up announcements somewhere else than on official bulletin boards.

FLYERS

Small "posters" can be handed out in shopping malls, stations, etc. Always ask for per-

mission from e.g. shop owner to hand out your flyers!

EVENT CALENDARS

Local newspapers have often an event calendar for which you can submit a short announcement. Check the deadline for sending the information!

COMMERCIAL ANNOUNCEMENT

Can be expensive, but is an effective way to spread the information.

WEBSITE/SOCIAL MEDIA

Event news on local websites and in social media.

02: Opinions and ideas on a map

A creative and rewarding method to produce an inventory of the area and gather opinions and ideas about specific topics, connecting them to a specific location.

CHOOSE THIS METHOD



IF YOU WANT TO...

- gather people's opinions about their living environment
- involve people who find it hard to express themselves in writing or by speaking (for instance children or immigrants)
- create a visually attractive and revealing analysis or presentation of a particular issue
- understand your neighbourhood better

HOW TO MAKE IT HAPPEN –



STEP BY STEP

1. Choose the topic on which you want people to give their opinions or ideas. (For instance, "The spots in the park with lots of value and the spots in a need of renovation", "The insecure spots in the area" or "Suggestions for better cycling connections".)
2. Purchase a map that suits your needs. It can be a printed or a virtual map. Think about the size and scale of the map. It should cover a bit more than the whole target area. The content, colours and resolution of the map are

also important. The person reading the map should be able to write his or her comment in the right position without any additional effort.

3. Think about the supplementary questionnaire/task description for the map, and don't forget to buy all the materials needed. If people should mark e.g. both positive and negative spots, they need to have two different stickers/pins/etc. Good and clear instructions are essential for a successful investigation. In the case of printed maps, you also need a table or a stand on which to place the map.

4. Choose your approach: If you use the internet, send the link to your questionnaire via email lists or publish the link on websites which your target group uses. If you use a printed map, use various events which people would participate in anyway.

5. Follow and support people in their participation. If the questionnaire is online, make sure people don't have any problems with answering it. Make adjustments if necessary. Also technical errors are possible, so be prepared! In the case of a printed map, listen to

what people are saying while giving their answers. Give support!

6. Analyse the results. Even if you use a printed map, the results can be analysed using internet services (e.g. Google Maps).
7. Give feedback to your respondents about the results. Raffle some prizes for participants.
8. Use the results in discussions with other actors. A good survey on residents' opinions about their neighbourhood is a good reference in discussions with e.g. city officials.

THIS IS WHAT YOU'LL NEED



- Carefully thought out topic/question
- Map: Virtual or printed
- If using a printed map: stickers/marker pens/pins, a stand/table for the map, paper for writing comments on, pencils
- Marketing channels: email lists, websites, local events, an area in a library/shopping mall
- Method for analysing the results (e.g. Google Maps)
- Channels for giving feedback (remember

to ask for participants' email addresses)

- Some raffle prizes

EXPERIENCES AND REFLECTIONS



- People have varying skills when it comes to reading maps. Be prepared to give support and put energy into writing clear and easy-to-understand instructions.
- Choose the map carefully. The topic of your questionnaire should be highlighted on the map, while other map elements can play a smaller role.
- With internet map surveys, user interface issues are very relevant. Test-drive the questionnaire with a couple of test users before publishing it!
- Analysing map survey results using an internet service also requires a degree of computer skills and time. Ask for help if needed!
- A positive side to map surveys is the opportunity to visualize the phenomena in a unique way. An ordinary questionnaire doesn't show the geographical dimension.



03: Sandwich – SWOT analysis

An inexpensive way to contact lots of people in a short time and collect material about the strengths and weaknesses of the neighbourhood at a general level.

CHOOSE THIS METHOD



IF YOU WANT TO...

- Collect people's spontaneous opinions about certain issues. The method can be used with different themes.
- Reach "ordinary" people who aren't keen on participating in "resident events", but who enjoy local festivals, etc.
- Make participation as easy as possible and also fun.

HOW TO MAKE IT HAPPEN – STEP BY STEP



1. Prepare the "sandwiches" using large cardboard boxes (so that they can be worn).
2. Brainstorm hundreds of words of all kinds and write them up. Every word has an identifying number in front of it.
3. Print the words and cut them out, then glue them to the sandwiches (on both sides: front and back) in random order.
4. Write large headings next to the words in sandwiches to give people some hint of what it is all about, and glue a "pocket" to the front

of the sandwich for people's answers.

5. Produce small SWOT sheets with four boxes (one box for each field of the SWOT analysis: S = strengths, W = weaknesses, O = opportunities, T = threats).
6. Use the sandwich SWOT at a local event or e.g. in a shopping center:

- Wear the sandwich and walk around, stopping where people are sitting or standing.
- Ask people to give their opinions on the neighbourhood where the event is being held. Give them a pencil and a SWOT sheet.
- People can look at the words that are glued to the sandwiches and choose suitable ones for their sections of their SWOT sheets. Instead of writing the word, they can write just the identifying number for the word. They can choose as many words as they want. If they don't find good words they can also come up with their own ideas.
- When they are ready, they put the sheets in the pocket.

7. Afterwards, all the sheets are analyzed. Us-

ing identifying numbers in the answers makes it easy to count how many sheets had similar answers.

THIS IS WHAT YOU'LL NEED



- Large sandwich sheets of cardboard with titles, words and pockets
- SWOT sheets and pencils

EXPERIENCES AND REFLECTIONS



- It's worth using existing events. It's not always necessary to organise an event of your own – instead, go where people already are! If co-operating with local shopping center, ask always permission for your presence.
- The atmosphere at local festivals and events is generally relaxed, and people are eager to participate and discuss the neighbourhood. Large events also often attract people who don't live in the area, so this is a good way to hear their opinions about

the neighbourhood too. Through these discussions, a lot of unspoken knowledge can be gained, and this is also a good way to make new contacts.

- This is a fun method (sandwiches look interesting and attract attention)! Also, children find this as an enjoyable activity. But as the activity may seem a little childish, some older people won't necessarily want to participate. For immigrants, the method is difficult if all the words are in Finnish only.
- Sandwich SWOT is an easy activity to organize. It is an effective and inexpensive way to contact lots of people in a short time.
- Even though it is easy to get people to give their opinions using this method, the results can be rather superficial. People won't necessarily put much energy or consideration into local events, so they may choose words without deeper analysis. The words they see on the sandwiches may also restrict their thinking. It can also be rather difficult to analyze the answers because there isn't any written reasoning

that would explain why people have chosen those particular words.

- The method produces answers at a general level and the results probably won't tell the whole truth, but this can be used for example as a complementary method when the answers can be compared to the results from other activities.



04: Photo collages – SWOT analysis

A visual method for collecting material for a neighbourhood strengths/weaknesses analysis, which does not require perfect language skills.

CHOOSE THIS METHOD



IF YOU WANT TO...

- Get visual images of people's thoughts on their neighbourhood
- Have an inspiring start-up for a deeper workshop/visioning session

HOW TO MAKE IT HAPPEN –



1. Prepare boards by writing headings at the top of sheets of cardboard: "The [neighbourhood's name] of my dreams" on some, and "The [neighbourhood's name] of my nightmares" on others.

2. Collect photos: They can be taken from magazines, newspapers, the internet... The pictures can represent different aspects of life: different people and different facial expressions, animals, nature, buildings, flowers, rubbish, beautiful and ugly pictures, surprising perspectives... The more pictures there are, the more likely people are to find inspiration and ideas for their photo collages.

3. Spread the photos on a table and explain to

participants what to do: each person has one or two sheets of cardboard (dreams and/or nightmares) and collects suitable photos that he or she feels would fit on his or her sheet(s) of cardboard. The participants pick the pictures up and attach them onto their sheets of cardboard. The layout is up to them.

4. An interviewer asks the participants to explain why the photos they have chosen represent the neighbourhood of their dreams/nightmares. The explanations can be written down or recorded.

5. Make sure the explanations are attributed to the correct pieces of cardboard. That can be done e.g. by labelling each piece of cardboard with an individual label. This label should then be read aloud while recording or written down next to the relevant explanation.

6. Take photos of the pieces of cardboard so that they can be easily analyzed afterwards. The pictures can be used later at presentations, etc., if needed.

7. If the photos and individual labels have been attached with Blu-Tack to the sheets

of cardboard, the photos and the cardboard can be reused. Remove the photos and labels after the sheets of cardboard have been photographed and the explanations have been recorded/written.

THIS IS WHAT YOU'LL NEED



- Photos (hundreds of them), a couple of pairs of scissors
- Some sheets of cardboard, Blu-Tack, marker pen, white paper and pens
- A tape recorder, a camera

EXPERIENCES AND REFLECTIONS



- This method works well with different kinds of people: old, young, children... Because language skills aren't as important when using this method, it can be used with immigrants and young children too.
- Photos inspire people easily. This is an easy way to get people to participate.
- The amount and diversity of available pho-

tos has a strong effect on what kind of collages people will create. It's important to spend some time beforehand collecting and cutting out the photos. If there aren't enough photos, the method won't work.

- As well as cutting out enough photos, a fair amount of effort will also be needed to analyze and go through the material (sheets of cardboard and explanations), so it is worth setting aside enough time for the analysis.
- The method can be applied to many different topics and can be used as a "warm up" before deeper visioning/planning sessions.
- The material can also be used afterwards by professionals, e.g. in a planning process.
- Participants must be told how the material will be used so that they don't have false expectations.

05: Playing cards – SWOT analysis

A method for collecting short and quick opinions for local analysis by writing ideas or opinions on playing cards which represent the four different components of a SWOT analysis.

CHOOSE THIS METHOD IF YOU WANT TO...



- Collect opinions about the neighbourhood in an easy, fast and simple way.

HOW TO MAKE IT HAPPEN – STEP BY STEP



1. Have a stand that people can come to at a local event or e.g. in a local library. The stand should include a large bowl full of playing cards, marker pens, a box where the playing cards can be returned and instructions written on a poster.

2. Write the different perspectives of a SWOT analysis (strengths, weaknesses, opportunities and threats) on four different suits of playing cards. (Each suit represents a different element of the SWOT analysis.) Hearts = strengths, spades = weaknesses, diamonds = opportunities, clubs = threats. Cards can be either real playing cards or printed playing cards.

3. Let people take as many cards as they want and from whichever suits they want; they don't

necessarily have to fill out a card from every suit.

4. Ask people to write their ideas/opinions about the neighbourhood or about some specific and important local topic on cards with marker pens. They can use all the available space on the cards, but as the cards are fairly small the basic idea is to collect short and quick opinions. The cards are returned to the box.
5. Write prompting questions for every suit which are displayed on the stand, e.g. for hearts (= strengths): "From your perspective, what are the best aspects of your neighbourhood?" Next to the questions there can be pictures of the relevant suits to help people to connect the right suit with the right component of the SWOT analysis. If the instructions are clear enough, people won't need anyone to advise them. The stand can be "left alone" for some time.
6. Analyse all the cards afterwards. Combine the answers from each suit and look for common themes.

THIS IS WHAT YOU'LL NEED



- Playing cards (real cards or printed)
- A bowl, marker pens, instructions, prompting questions, a box in which to put completed cards

EXPERIENCES AND REFLECTIONS



- This is an easy way to encourage "busy people" to give their opinions while they are just "passing the stand".
- Playing cards inspire people! Four suits are easy to link to the four components of the SWOT analysis.
- The method is cheap, and not much is needed in terms of materials/equipment.
- Many people can be reached using this method with a few simple arrangements.
- Playing cards are easy to use in different circumstances and with different target groups.
- Short answers are easy to analyze, but they don't offer very deep analysis.
- This is quite a simple task, but if the in-

structions are poor there might be misunderstandings.

- It would be nice to have real playing cards instead of printed ones, but it's not easy to get enough cards...



06: A local network for a better neighbourhood

Ensuring the sustainable development of the neighbourhood by connecting inhabitants and local actors.

HOW TO MAKE IT HAPPEN – STEP BY STEP



1. Start by listing local actors. Use Google (or other search engines) and various organisation registers to find all possible local actors: associations, local public services (schools, day care centres, libraries, youth centres, city planning offices, health centres, local police, churches and local companies). Find out if there are any existing networks.

2. Widen your list by talking to your contacts. Local actors often have good knowledge about other actors, so they can give you valuable information which you won't necessarily find on the internet.

3. Also look for "insiders" within various organisations (NGOs, municipalities and even local companies). They can act as ambassadors when the time comes to spread the word about the local network. They also know who could be the right people to be involved in the network.

4. Compile all contact details (name of the organisation/person and contact information)

into one list, for instance as an Excel document.

5. Start making contact. Email is an easy and convenient method for initial contact. One possibility is to have some excuse when making the first contact – for instance sending an event announcement. Always answer if you get any response to your email – the initial contact has been created!

6. Make personal contact by telephone or by meeting face-to-face. Join in with all possible local events and start talking to people, enlarging your list of contacts. Personal contact is the most effective way to create connections.

7. Arrange an event or meeting. When you have talked to a couple of actors and had email contact with some others, it's time to arrange the first get-together meeting. The topic can be as simple as "Let's get to know each other".

8. A good target for a local network is to be aware of each other's activities, exchange experiences and share and discuss joint local

current issues. Working at a more advanced level – arranging common activities – often requires somewhat longer relationships, trust and understanding about each other's everyday operations. Reaching this level starts with simple steps: Mapping the local actors, making contact, making the network visible to everyone, sharing experiences and finding common topics.

EXPERIENCES AND REFLECTIONS



- The more of an "outsider" you feel in a local community, the more important it is to try to involve yourself in the neighbourhood and local processes instead of trying to involve people in your project. This tip is particularly important for all kinds of project people!
- It takes a long time to create a functional and living network, but don't give up! Start with separate contacts and gradually combine them together. Little by little the snowball starts to roll...
- When a network starts to form, it's time to

talk about routines for keeping the network going. How often should we meet? Who invites people? Where will we meet? Who writes the minutes? Who maintains the contact list? How to share joint costs? Not all issues have to be resolved at once, but it's good to create a functioning system, step by step.

- A coordinator is needed to keep the contact list up-to-date. Especially in the case of a project worker maintaining the contact list, it's important to plan what happens after the project ends. It's important to root the established routines into permanent neighbourhood structures.
- In order to develop a local sense of community, bringing actors together is definitely the right step to start with. It's a catalyst for creating understanding between actors and for sharing joint goals.



07: One to One

A conversational method for involving “inactive” residents, which takes place between two people; the focus being on identifying the individual’s opinions and interests.

CHOOSE THIS METHOD IF YOU WANT TO...



- Identify the individual's talents, capacity and interests.
- Explore which questions are relevant and interesting to the individual/specific resident and which issues he or she is willing to be involved in.
- Reach new target groups.
- Build trust and get people interested in co-operating or taking part in the development process of the neighbourhood.
- Involve people at their own premises.
- Explore the individual's network within the neighbourhood.

HOW TO MAKE IT HAPPEN – STEP BY STEP



1. A list of relevant people to get in contact. If you are looking for a specific target group, you need a list of people who are part of that target group.
2. Call the people on the list and present yourself and your mission. Book a personal meet-

ing. “One to One” is about getting close to the individual and hearing their opinions and interests in general, with the main purpose of getting them to be involved in their neighbourhood in a way they themselves prefer.

3. Hold the meeting in the resident's home. Start the meeting by declaring the purpose of the meeting and that you are interested in hearing more about them. Let people open up and tell you about themselves. Active listening is important in the meeting; try to keep your talking to 20% and let the other person talk 80%. The importance of the meeting is to build a relationship, being personal and listening to what people have to say.

4. End the meeting by showing your appreciation for sharing their opinions and inform the person about forthcoming activities, how and when their opinion will be used, and how they can become more involved if they want to.

5. Write down the conclusions from the individual meeting. Which issues are important to this person? What interests does this person have?

THIS IS WHAT YOU'LL NEED



- A list of residents in the neighbourhood. If you have a specific target group, you need a list that matches that target group.
- Telephones for booking the meeting.
- Prepared questions for the meeting. Personal questions about his or her work, interests, background and dreams. If you ask questions like 'How come you chose that particular hobby and what is it that you like about it?' or 'Are there any particular people that have influenced who you are today?' will lead the conversation to a deeper level. After some time you can start asking questions about the neighbourhood and whether the person has any particular points of interest, if there is anything he or she would like to change, etc.
- A prepared follow-up meeting, at which you can present the individual's interests and develop their involvement in their neighbourhood.

EXPERIENCES AND REFLECTIONS



- Do not be too eager to expect people to commit to involvement. The point of the “One to One” is to get to know the person, build trust and relationships, and find out if they would like to be more involved in their neighbourhood. Let the question of their involvement wait until the follow-up event if it feels more comfortable.
- Negative opinions or attitudes regarding other residents can sometimes be aired. Be prepared for this, and make sure you stay neutral and don't take sides.

08: Coordination of action groups

Coordinating local action groups and facilitating cooperation at a neighbourhood level to create action plans and carry out planned actions

CHOOSE THIS METHOD



IF YOU WANT TO...

- Support neighbourhood cooperation to create action plans and carry out planned actions
- Form regular meeting forums for local actors and residents
- Offer a low-threshold option for local participation

HOW TO MAKE IT HAPPEN – STEP BY STEP



1. Organize a kick-off workshop for the action groups (see e.g. "Visioning workshops"). Action groups consisting of residents and representatives of different local actors can be formed around the local themes identified as being most important in the workshop.
2. Call the first meeting of the action group, where the aims and working methods are defined. Allow time for free discussion and getting to know the other group members as well.
3. Create a list of tasks to be done to achieve the aims. Appoint someone to be responsible

for each task.

4. Organize regular meetings (at a suitable interval). Effective meeting practice involves having a status update for each initiative in progress, discussion about the tasks to be done next, and appointing people to be responsible if necessary.

5. Remember to have fun and socialize with others during the meetings – have some coffee and snacks, and sometimes organize more informal get-togethers with the same people. Mix fun and effective work!

6. Share responsibilities as much as possible – try to split the work to be done into smaller elements. Rotate the tasks if possible, for example each member can take the meeting minutes in turn.

7. Select someone to maintain the e-mail list for the group. This person should always be notified of new members wanting to join the action group and other changes. Minutes and information about meeting times should be sent to all group members.

8. Remember to communicate – the group

may want to attract new members and the activities organized need to be advertised. Here, a multichannel approach is most effective – advertise your work online (neighbourhood websites, Facebook, etc.), in local newspapers if possible, and with posters, flyers etc. Each time you send an e-mail, ask people to forward the message to their own contacts.

9. Invite new people to join in the cooperation by offering them easy, effortless, low-threshold ways of doing this. People are easily motivated when there are tangible, well-defined tasks they use as a starting point.

10. Remember that there are no obligations in

such informal groups – if not enough people are interested in a particular idea, just leave it! But don't forget to celebrate your common successes.

THIS IS WHAT YOU'LL NEED



- Internet access for all members. Member register and e-mail list, which are constantly updated. Etherpad or other such soft-

ware for creating collaborative documents can be used.

- Motivated people, but everything else depends on the issue in question – basically, you can manage with just a pencil and paper/computer in the meetings.
- Meeting place for the groups – if there isn't a community building or similar space which can be used for free, ask local organizations to cooperate: meeting space can be offered by schools, libraries, churches or other organisations.
- What is not needed is special skills or knowledge – anyone can take part!

EXPERIENCES AND REFLECTIONS



- The action groups function as meeting and communication forums which bring active residents and local key actors together regularly.
- Flexible, can be adapted to local conditions. The groups can be small or big. They can be teams concentrating on single

specific themes or larger networks encompassing several local initiatives.

- Shared responsibilities and rotating tasks helps to ensure that no-one gets exhausted and the work remains fun for everyone. Everyone can do as much or as little as he or she feels comfortable with.
- In action groups the power comes from cooperation, with each member giving his or her own input.
- The groups offer an easy, informal and low-threshold means of participation for people interested in neighbourhood development.
- May be sensitive to incompatible "personal chemistries". Differing aims and aspirations of the group members can lead to contradictions – aims and ground rules have to be set and agreed on jointly from the beginning.
- Effective communication is crucial in finding ways of recruiting new members and advertising activities organized by the group.

09: Training leaders

Classes for passionate neighbourhood activists to provide them with knowledge and communication and co-operation skills, making them better qualified as managers and organizers of the neighbourhood work.

CHOOSE THIS METHOD IF YOU WANT TO...



- Support the initiatives of local activists, to empower them and motivate them to start neighbourhood action.
- Provide essential information, skills and valuable contacts for collaboration with officials, experts and NGOs.
- Provide an opportunity to share positive experience between residents in the same neighbourhood, and to exchange best local practices.
- Introduce activists living in the same neighbourhood and help them to start co-operation.

HOW TO MAKE IT HAPPEN – STEP BY STEP



1. Arrange the information campaign: spread news about upcoming seminars on the radio, on local websites, and by putting up posters and handing out flyers in public places.
2. Produce a list of candidates who have

signed up, ask them about their intentions and experience, select the most motivated ones and form a training group.

3. Create the content for a training programme and a timetable for classes: look through existing educational programmes, identify the needs of the target group, and adapt the programme to suit their needs.

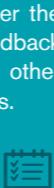
4. Look for experts. If you for instance need someone to talk about law issues concerning public space, contact your municipality in order to find the right person. Hold discussions with candidates for lecturers, spokespersons, etc. Draw up agreements with them.

5. Identify a place for seminars: find the most suitable and technically equipped place for seminars, prepare and sign the rental agreement. Ask e.g. from schools and municipal offices if their venues could be used/rented.

6. Coordinate the training process: participate in seminars, check attendance, arrange discussions, organize a final survey and ask about future plans.

7. Maintain monitoring of the group after the training courses finish: obtain regular feedback from "leaders", ask about activities and other news, and support them in their initiatives.

THIS IS WHAT YOU'LL NEED



- Educational/training programme with content of the seminars
- Qualified teachers/trainers
- Classroom/facilities
- Special equipment if necessary (internet connection, microphones, etc.)
- Advertising (posters, announcements in newspaper/on radio, by email)
- A group of participants
- Certificates
- Refreshments/something to eat for the final lecture

EXPERIENCES AND REFLECTIONS



- It is important and useful to be close to the

participants from the beginning through to the end of the training, to see what excites the audience, and to get a better understanding of their interests, strength and weaknesses.

- It is important to find passionate "actors" – residents – who are trying to make changes in the neighbourhood, but who can't do this yet themselves. The personality of an actor should be that of a leader (with the abilities of an organiser).
- It is important to define the main needs of potential leaders: what knowledge and skills do they lack?
- It is important to find really good, skilled practitioners for teaching and training.
- -Don't forget to collect leaders' plans for the future. Keep in touch with them after the end of the training to see if they fulfil their plans.



10: Visioning workshops

Finding common goals on a neighbourhood level and bringing different actors together to start co-operation.

CHOOSE THIS METHOD IF YOU WANT TO...



- Create common goals and visions on a neighbourhood level and find tools to work towards them
- Bring different neighbourhood actors around the same table
- Arrange a kick-off event for local cooperation

HOW TO MAKE IT HAPPEN – STEP BY STEP



1. Find an accessible venue for the workshop. For example, a local library is good, because it's "neutral territory" and the threshold to go there is low.
2. Design an attractive invitation and remember to use multichannel approach when distributing it.
3. Plan the workshop carefully, and produce a detailed timetable. Prepare the venue (tables and chairs, paper, pens, computers, catering, etc.)
4. Appoint one person who keeps track of

time and sounds some kind of alarm signal (e.g. a bell) when moving from one phase to another. This is useful because the workshop consists of multiple phases.

5. Start with a simple activity which helps to create a relaxed atmosphere and puts people in the right mood to share thoughts with others. For example, people are instructed to write their names and answers to some short questions about themselves on paper taped to their chest and to "mingle" with others while discussing the topics, like they would be at a party getting acquainted with new people.
6. Form groups of 3-5 people. Tell them to create their own vision of the neighbourhood of their dreams in couple of sentences and write it on paper, which is then attached to the wall.
7. Ask each group to list different measures with enough names. Choose one convener for each group, who contacts the others by e-mail.
8. Ask each group to select one person from the group to write a summary: they then group the ideas from all the groups under general

titles, which are written at the top of large sheets of paper. All the individual ideas (Post-it notes) are attached under the relevant topics.

9. Organise voting: each person gets a certain number of votes (e.g. small stickers), which they can give to ideas they find most appealing.

10. Form groups again. Each group is given a titled sheet of paper with ideas attached to it. They produce a summary of the results in a few sentences after checking which ideas have received most votes.

11. Ask people to go and write their names under those themes which they would possibly be willing to work with in the future.
12. Form action groups around the themes with enough names. Choose one convener for each group, who contacts the others by e-mail.
13. Send a summary of the results to the participants after the workshop. Compile the addresses into a list during the workshop.

THIS IS WHAT YOU'LL NEED



- An attractive invitation
- Paper, Post-it notes, marker pens, adhesive tape, stickers, possibly a computer and a data projector
- A bell or similar for giving the alarm sound
- Catering

EXPERIENCES AND REFLECTIONS



- A good way of gathering different local actors around the same table (e.g. NGOs, officials, politicians, entrepreneurs and active inhabitants). Makes it possible to identify shared interests and build contacts > local networking.

• Inspiring and motivating for the participants. Because the participants create the ideas right from the beginning, they can feel that they own the process, and thus be highly motivated to work together towards common goals. Can be the start of a long-term neighbourhood development

process, where different participants are strongly committed.

- For people not previously involved in neighbourhood development, workshops like this can offer an easy way to get started. A low-threshold option for participation.
- Very intensive! Can be quite heavy for the participants after a normal working day. The timing must be chosen carefully; if organized during the daytime, it's difficult for many people to join.
- Very structured – doesn't leave much time for free conversation.
- An enormous number of ideas is created – may potentially cause disappointments later, since it is impossible to achieve everything.
- The workshop can be modified according to the needs of each neighbourhood. Can involve visioning on a general level, or can concentrate on one specific topic.
- Careful planning and sticking to the schedule are crucial. Without an alarm sound, it can be difficult to interrupt intense group

discussions between dozens of people.

- People may be hesitant during the phase when they should write their names under themes they would like to work with. Here, it is useful to remind them that the responsibilities are shared (you don't have to do all the work alone), but that taking things further is still our joint responsibility (if we don't do it, no-one will).

11: Happy Families playing cards

Seeing the neighbourhood through different eyes. A method for gathering opinions and finding new perspectives of the neighbourhood through imagination and role play

CHOOSE THIS METHOD



IF YOU WANT TO...

- Help people to look at their neighbourhood from a different point of view, through someone else's eyes.
- Discuss the neighbourhood in a light-hearted way; there are no strict rules or targets in this game.
- Highlight the fact that different kinds of people can experience the same neighbourhood in different ways (men, women, older people, teenagers, immigrants, etc.)

HOW TO MAKE IT HAPPEN – STEP BY STEP



Happy Families playing cards are cards depicting characters with various professions who belong to different families. Every character has his or her own card.

This method can be used either in group situations or when people are working alone. In both cases the material must be analyzed later on. When working in a group, e.g. with an NGO, a joint discussion can be a part of the analysis.

IN A GROUP SITUATION:

1. Ask each person to take one card at random from the Happy Families deck of cards. As well as the cards, everyone also gets a question list.
2. Spend a few minutes thinking about the questions concerning the neighbourhood through the eyes of the character they have chosen. (e.g. If I was this person, what would I like about this neighbourhood? What kind of opportunities there would be? What about disadvantages?)
3. Invite the participants to imagine details about their character, e.g. when and why he or she moved to this neighbourhood.

4. Ask people to introduce their new character to the group and tell their story: Who they are, what is the neighbourhood like from their perspective...
5. The facilitator of discussion or others in the group can also ask more questions.
6. Record the discussion or nominate a secretary to make notes.

INDIVIDUAL WORK:

1. Cards and question forms are available on a table. Participants pick one card at random for themselves and start to fill out the form.
2. The questions on the forms relate to the neighbourhood and the character chosen, e.g.: Which area do you live in? What is your name and age? When did you move to this area? What does/doesn't this area offer you? The participants must imagine what their character would have answered to the questions and fill in the form from that point of view.
3. The form can be left in a box.

THIS IS WHAT YOU'LL NEED



- Happy Families playing cards, papers and pencils, question forms
- A tape recorder and/or a secretary (in a group situation)
- A box to put the form in (in individual situation)

EXPERIENCES AND REFLECTIONS



- The atmosphere should be relaxed when

using this method, so people feel that they can say anything they want.

- The method can be modified quite easily. More questions can be added. Method can be used with very different groups and in different places, e.g. with school children or in the library as drop-in station for people passing by.
- Cheap and easy! Not too much equipment or preparatory work is needed.
- Written stories can be used as inspirational material at forthcoming events or in workshops (if people give their permission to use their input).
- Some people find this method really inspiring. It can open their eyes to new aspects of their neighbourhood. For some people this method can be difficult, and they can find it useless or artificial. The attitude taken towards the method depends largely on personality.
- This method probably won't produce many practical ideas. So if concrete ideas are needed, this isn't the most suitable method.

12: Open-space technology

Open-space technology (created by Harrison Owen in the early 1980s) is a widely used approach for meetings with a theme or focus on a specific task, while the day itself is without an agenda. As Caddies, this method can be used in a visioning process for the neighbourhood, helping to bring people together to address a common issue and create a powerful common priority list regarding the area's future development.

CHOOSE THIS METHOD

IF YOU WANT TO...



- Create a common agenda or priority list for the future development of a neighbourhood.
- Bring people together from different backgrounds to discuss an issue that is in the interest of all actors but that lacks a common goal.
- Get people engaged and energized on a particular theme or just on the development of the area itself.
- Boost a visioning process in a neighbourhood.

HOW TO MAKE IT HAPPEN –

STEP BY STEP



(This is the Caddies version, and is based on the learning during the Caddies project. See Wikipedia.org for more information about open-space technology.)

BEFORE THE SEMINAR

1. Find a theme – a broad issue that most actors in the neighbourhood can relate to and that they consider to be important.
2. Invite people and actors who are connected to the neighbourhood or who could have some connection to the area's development in general. Remember also officials and politicians!
3. Choose a facilitator for the seminar.
4. Whoever comes are the right people. You need people who care enough to make a change, and the people who care will come.

SEMINAR DAY

1. All participants sit in a circle and the facilitator opens the seminar by stating the theme again.
2. The facilitator invites all participants to identify issues or questions related to the theme. Anyone can raise one or more questions, but

no one is forced to do so. The person who raises an issue writes it on a piece of paper and announces a place and time for discussing it, before putting it on a wall. The wall is then the agenda for the day.

3. The law of two feet' allows all participants to take responsibility for their contribution and to learn at all times during the seminar. Tell the participants about this 'law' and inform them that they can move around the room and the discussions freely.

4. When issues are raised, the participants attend the individual sessions of their preference. The individual sessions last as long as there is a discussion, and all participants are free to move from one discussion to another if they want. The person who raises the question is responsible for ensuring that someone documents the discussion and that the documentation is sent to the facilitator and put up on the wall for others to read.

5. If there is time – there can be voting and deciding on priorities at the end of the seminar. All participants will have the opportunity to vote for the issues they find most important.

AFTER THE SEMINAR

1. Collect all documentation from the individual sessions. Include the priorities that the participants have assigned to the individual issues.
2. Send out the documentation to all participants. Give some indication of how the priority list and these findings can be used in the future.

THIS IS WHAT YOU'LL NEED

other way involved in the neighbourhood.

- Premises that are large enough (schools, sport arenas...) for all the people who will attend. If you invite 300 people, make sure the place you choose for the seminar can hold that many people.
- Movable chairs, paper, pens and computers for documentation.
- A GOOD FACILITATOR. Someone who is capable of interacting and holding the day together. Since there is no agenda and no set time schedules, this is a difficult task, so put some extra thought into that.

EXPERIENCES AND REFLECTIONS

- GIVE FEEDBACK to the participants after the event. The faster you do it, the more likely it is that the documentation will be incorporated into the everyday life of those involved.

- Feedback for all – make sure the documentation and communication are available to everyone. It is possible that some people don't use the internet, so be prepared to send out feedback in other ways.
- All group discussions should be documented by the group itself. It is a good idea is to have two people documenting discussions instead of one. If two people take notes, the documentation will be more accurate.
- Make sure there is enough time for all phases of the seminar. The discussions are important, but so are the presentations and the time spent at the bulletin boards.

13: Idea profile

A method for identifying and presenting the most outstanding ideas and finding ways to implement them using your own resources.

CHOOSE THIS METHOD



IF YOU WANT TO...

- Discuss topical issues with residents
- Achieve a common vision
- Motivate residents to participate in problem-solving as a way of exploring/identifying their own abilities and resources
- Facilitate a process for connecting people
- Find a solution to a problem using the local resources available.

HOW TO MAKE IT HAPPEN – STEP BY STEP



1. Identify one or more neighbourhood issues/problems in advance, which residents will analyse and identify solutions for. Issues can vary from safety questions to the supply of local services.
2. Advertise the event, ask people to register and make sure that the number of participants is big enough for a group work.
3. Prepare a place where people can gather together. Often local libraries and schools have suitable venues. Even local restaurants

might be willing to co-operate!

4. Invite professionals to manage the brainstorming.
5. During the event, begin by ensuring a creative atmosphere. Start with some attractive information and/or general questions.
6. Move on to identifying the most important issues for residents from the areas represented. A visioning workshop method is used during this stage. For more information, see the "visioning workshop" card (steps 7-10).
7. Ask people to write on a Post-it note what could their own input into the implementation of one or more voted ideas could be.
8. Explain that this input should not require any sacrifice and should be based on goodwill (a person can do something or give something free of charge).
9. Ask everyone responsible for the work group to present the idea profiles they have produced.
10. During the event, organise refreshments and coffee breaks.
11. Use "Thank you" cards at the end of the

event (See "Thank you card" method)

12. Don't forget to send photos, feedback and a list of contacts to all participants after the event!

The "Idea Profile"-method has been demonstrated by organization ideaTALKA. This interpretation of the process demonstrated has been compiled by CADDIES "Riga team". All rights reserved. For more information, see www.idejutalka.lv

THIS IS WHAT YOU'LL NEED



- Theme for the evening – what is the question/problem you want to solve/discuss?
- Group of moderators to facilitate the event
- List of participants
- Suitable facilities with the necessary equipment (chairs, tables, computer, projector, etc.)
- Specific materials for concrete actions (e.g. pencils, A3 paper, A2 paper, glue, felt-tip pens, etc.)

- -Some refreshments/something to eat.
- Advertisements (posters, announcements in newspapers/on the radio/on websites, by email)
- Camera to take memorable pictures and capture idea profiles, to be sent to all participants afterwards.

EXPERIENCES AND REFLECTIONS



- To begin with, people may not understand what the purpose of the event is, but in the end many feel inspired and motivated because they receive concrete steps/ideas on how to solve problems/issues. Also the sense of responsibility increases through the process.
- Participants learn to communicate: to listen and to tell.
- This process is especially useful for local actors who are trying to form action groups.
- Creative, informal atmosphere helps people to be open and to produce and express their best ideas!

14: Neighbourhood Day

Local informal event with performances and various activities to involve people in social life where they live, and to create a strong communication network between neighbours.

CHOOSE THIS METHOD



IF YOU WANT TO...

- Introduce residents to each other, and develop a sense of community
- Show residents that there are non-political, free-of-charge local events which everyone can attend and spend an enjoyable evening with their neighbours
- Bring together local actors and residents, and give them a chance to share opinions and discuss common topics
- Give residents an opportunity to express opinions about where they live
- Inform residents about current important issues

HOW TO MAKE IT HAPPEN – STEP BY STEP



1. Think of an idea for your Neighbourhood Day – what it will be about? Will there be some theme?

2. Find the most suitable place – e.g. park or courtyard – for bringing together a lot of people and for the activities you have planned.

THIS IS WHAT YOU'LL NEED



- Programme plan – What comes first, etc.
- Facilities (including the equipment you

3. Explore local opportunities – find out whether there are any clubs, centres, folk groups, artists and spokespersons that you could invite to your party and ask to prepare a performance.
4. Prepare informative materials and advertisements about the upcoming event and distribute them using multiple channels.

5. Share the roles between team members who are responsible for different aspects.
6. Organise catering and additional equipment, like microphones, music, etc.
7. Don't forget about details such as weather conditions, other local events, feedback questionnaires, etc.

8. Keep in mind that it is sometimes necessary to get permission for certain activities, e.g. trading, advertising, etc.
9. Manage the event!

need, like chairs and tables if you are holding an outdoor event)

- Technical equipment, like microphones, loudspeakers
- Specific equipment for concrete actions (e.g. pencils, paper, brochures, prizes for competitions)
- Some refreshments/something to eat
- Advertising (posters, announcements in newspaper/on the radio, by email)

EXPERIENCES AND REFLECTIONS



- When organising such an event, it is important to have some performances or shows during the event so that people feel more relaxed.
- It is crucial to share roles between team members so that everything runs smoothly.
- An attractive invitation and effective distribution are crucial when organising such an event.
- A Neighbourhood Day is a good way to gather together lots of people of different

ages, nationalities and professions.

- It is important to think about managing the people and the overall atmosphere of the event so that those with the strongest negative opinions do not dominate.



15: Say Hello! – greeting badges

Kick-off method to encourage residents to start communicating by greeting each other. A good way to increase the sense of community in the neighbourhood.

CHOOSE THIS METHOD



IF YOU WANT TO...

- Encourage people to say hello to their neighbours and to get to know each other.
- Have a simple and very positive way to get people to smile and be involved.
- Signal with different language badges that everyone should feel welcome in the neighbourhood!

HOW TO MAKE IT HAPPEN – STEP BY STEP



1. Identify a local event at which you can hold a "Say Hello!" badge workshop, and reserve a table for a badge station.
2. Buy or borrow a badge machine (you can ask local youth centres, for example).
3. Prepare the badge materials in advance. Cut badge templates so that they will be ready when people come and look at which kind of badge they want to have. Cutting templates takes rather a long time, so be prepared!
4. Vary the design, greeting texts, languages and colours, but check the size of the badge

THIS IS WHAT YOU'LL NEED



- A place/event where the badge workshop can be held.
- An assistant who can help people to use

machine that you are going to use before buying materials and creating templates – every machine has its own size.

5. Make some badges beforehand that are ready to give to those event participants who don't have time or don't want to make badges themselves.

6. Decorate the badge station at the event with posters, ready-made badges and colourful balloons.

7. This encourages people to come and look at what is going on.

8. Invite residents to design and make their own badges by themselves, or with assistance, or to take one of the badges that have already been made in advance.

9. When a badge is ready, people can wear it on their jacket, on their bag or wherever they want!

the badge machine.

- Badge templates (some ready-made, some blank), badge materials, coloured pencils and a badge machine.

EXPERIENCES AND REFLECTIONS

- The method is positive and connects different people and resident groups.
- The method's message – increasing the sense of community – is an important and much needed theme in neighbourhoods.
- All kinds of people want to have badges! Although children in particular are excited about this, adults also find this as an enjoyable thing to make and have.
- Immigrants can also participate easily and make badges in their own language.
- Some older people may feel that this is too childish for them, but they usually enjoy it too.
- Badge workshops can be organized in different areas. They are easily linked to local events and adjusted according to different

themes.

- A campaign with a warm, colourful message can attract media attention.
- The method (making the badges) requires some preparation (designing, printing and cutting badge templates, purchasing badge materials, organizing a machine...) and involves some costs. The badges can also run out very quickly...



16: Faces of the neighbourhood

Strengthening the neighbourhood's identity through interesting local people, and bringing people together in an easy and fun way.

CHOOSE THIS METHOD



IF YOU WANT TO...

- Strengthen the neighbourhood's identity
- Bring local people together in an easy and fun way

HOW TO MAKE IT HAPPEN – STEP BY STEP



1. Set up a coordinating group for the Faces of the Neighbourhood sessions.
2. Select a venue for the sessions – find partners in local organizations. The sessions can take place in a community centre, library, school, cultural house, etc. An easily accessible, neutral place is the best choice.
3. Start creating a list of local "talents" – interesting people who live or work in the area. In the Faces of the Neighbourhood sessions, these people are brought onto the stage to tell the audience about their work, hobby or other area of expertise – and also about their own relationship with the neighbourhood.
4. Make your list longer – ask people about their suggestions for potential "faces" at local

events or on other suitable occasions.

5. Decide on the interval between the sessions – will they take place once a month or less frequently? Think about the most suitable time and duration as well.
6. Start contacting the potential "talents" and arrange dates with them.
7. ADVERTISE! Design an attractive invitation. Disseminate it through all the possible channels: online (local websites, social media, etc.), local newspapers, with posters on information boards and in other suitable places, by handing out flyers. If you send invitations by e-mail, ask the recipients to forward them to their own contacts.
8. Get going with the sessions. Each session is a discussion event, where one person acts as an interviewer who leads the discussion with the "face" for the evening. Try to make the event interactive by taking as many questions and comments from the audience as possible.

THIS IS WHAT YOU'LL NEED



- Coordinating group
- List of potential talents
- Suitable venue with a stage, tables and chairs, and microphones if necessary
- Possibly refreshments
- Multichannel advertising

EXPERIENCES AND REFLECTIONS



- A fun way of getting people connected. In addition to the "face" for the evening, the people will also get to know their neighbours/other people living in the area.
- Easy and cheap to organize.
- One way of "promoting" a neighbourhood which has a weak identity or reputation:
 - a) May make local people proud of their neighbourhood by showing how many interesting people live there, and
 - b) May enhance the reputation of the area in the eyes of people living elsewhere.
- Advertising is crucial in order to ensure

that people attend. But be persistent – the audience may be small at the first sessions, but more and more people will start coming when the word starts to spread and the "faces" sessions become an established and continual event in the neighbourhood. Don't underestimate word-of-mouth marketing as an advertising channel.

- The "faces" brought onto the stage don't need to be famous people – they can be ordinary people with some interesting attribute, such as an unusual job, hobby, area of expertise, etc. The possibilities are endless here, because anything can be found interesting, be it in the area of sports, science, arts, business, voluntary work – you name it!
- This can also be a good opportunity for local organizations and businesses to make themselves known in the area and build connections with local people.
- Prepare a backup plan in a case if the "Face" gets ill suddenly. Maybe someone in the organising group could be interviewed?



17: “Thank you” cards

A creative and simple method (introduced by doTalk) of expressing appreciation to people for their input/idea/help.

CHOOSE THIS METHOD



IF YOU WANT TO...

- Say thank you! to someone for their outstanding results/input, etc.
- Collect feedback to identify the most active/dedicated participants and key persons
- Encourage residents to take further action
- Add a creative element to the event or have an informal conclusion to the event

HOW TO MAKE IT HAPPEN –



STEP BY STEP

1. Think of when to use this method, and during which event.
2. Prepare “Thank you” cards: Use a piece of paper with “Thank you” written on one side, leaving the other side blank to write something personal.
3. Distribute one or more ‘Thank you’ cards to each participant.
4. Ask everyone to think of a person they would like to give this card to.
5. Ask everyone to write something personal

on the card.

6. Give people time to give out their cards.
7. In addition, depending on the audience (e.g. if participants are mostly familiar with each other, or in other informal circumstances), ask everyone to count how many cards they received and identify the most appreciated person of the evening! However, be careful not to offend someone; it is not a competition.

The “Idea Profile” method was first used in association with the NGO doTalk. All rights reserved. For more information, see www.idealatka.lv

THIS IS WHAT YOU'LL NEED



- Event at which “Thank you” cards will be given out
- Prepared “Thank you” cards
- A good mood and a relaxed atmosphere in which to give out the cards!

EXPERIENCES AND REFLECTIONS



- It's an easy method to implement – minimal resources are needed.
- This method is cheap but effective – people feel motivation and happiness when re-

alize that their work was appreciated.

- This method can be used during almost any event. The most important thing is to create a relaxed and informal atmosphere so that people are not shy about giving out their cards.
- These cards can be kept as a pleasant and inspirational souvenir after the event.



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