



Collaboration in green space management
processes – a Norwegian example of New
Public Governance

Claudia Fongar

Norwegian University of Life Sciences

1

Background

Research
Question

Case selection

2

Theoretical
Framework

Method
Interviewees
and local
government
organization

Case Area

3

Analysis

Five stories

4

Results

The formal
management
organisation is
part of the
solution

The role of the
manager

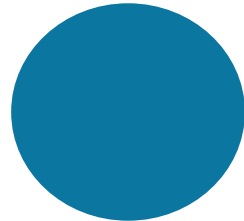
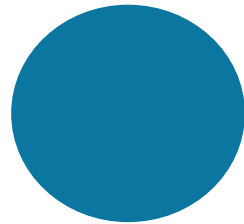
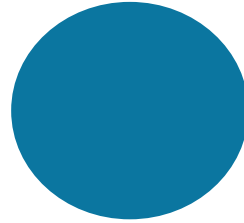
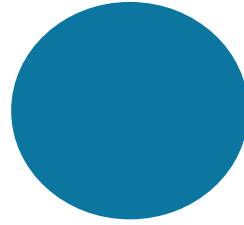
1

Background

Research
Question

Case selection

Case Area



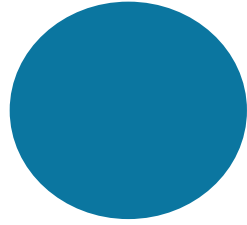
1

Background

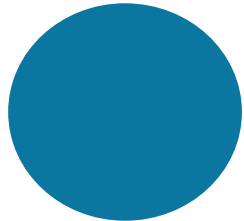
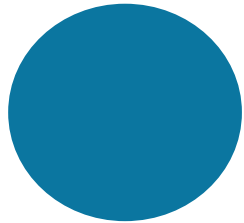
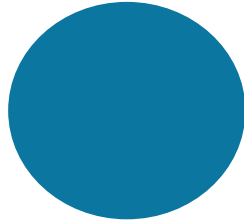
Research
Question

Case selection

Case Area



Coordination of open space management: connecting long-term management with planning and day-to day caretaking



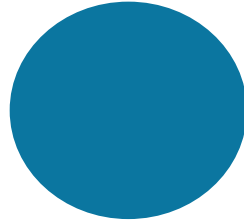
1

Background

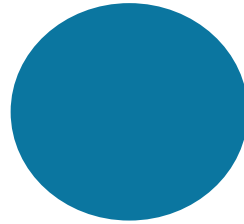
Research
Question

Case selection

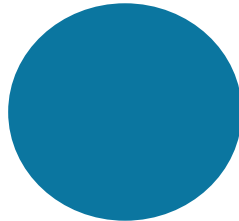
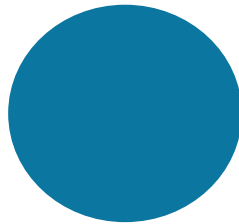
Case Area



Coordination of open space management: connecting long-term management with planning and day-to day caretaking



Process that is neither well connected nor well researched



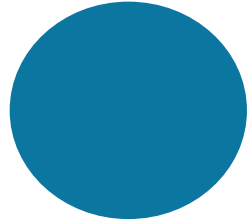
1

Background

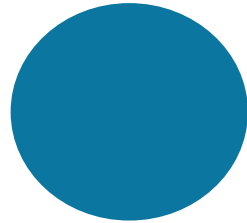
Research
Question

Case selection

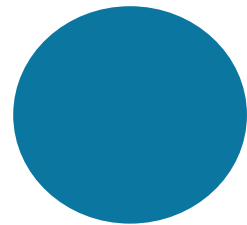
Case Area



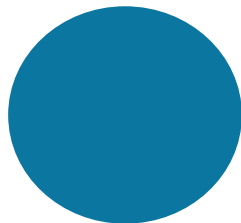
Coordination of open space management: connecting long-term management with planning and day-to day caretaking



Process that is neither well connected nor well researched



Scandinavia: funding is considered insufficient, there is an increase in associated tasks, with more green spaces to manage and more visitors to those spaces. Lack of resources, both financial and in the form of qualified personnel



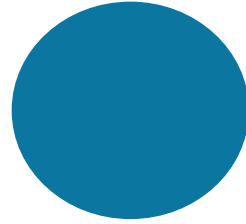
1

Background

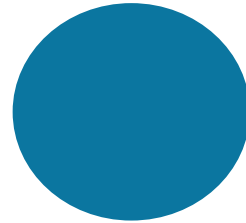
Research
Question

Case selection

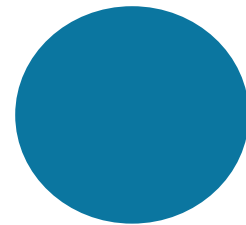
Case Area



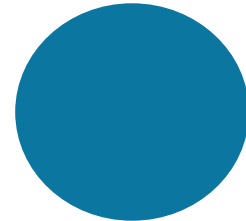
Coordination of open space management: connecting long-term management with planning and day-to day caretaking



Process that is neither well connected nor well researched



Scandinavia: funding is considered insufficient, there is an increase in associated tasks, with more green spaces to manage and more visitors to those spaces. Lack of resources, both financial and in the form of qualified personnel



Co-existence of different public governance paradigms in local government structures has contributed to a complexity and hybridity in the organisation of the public sector

1

Background

Research
Question

Case selection

Case Area

Public space management processes

The local government and organisational structures
Governance arrangements

What is the role of the green space manager?

These actions are very locally connected, and we use a single case study approach to explore the relations of one manager in the organisation and with volunteers over time.

1

Background

Research
Question

Case
selection

Case Area

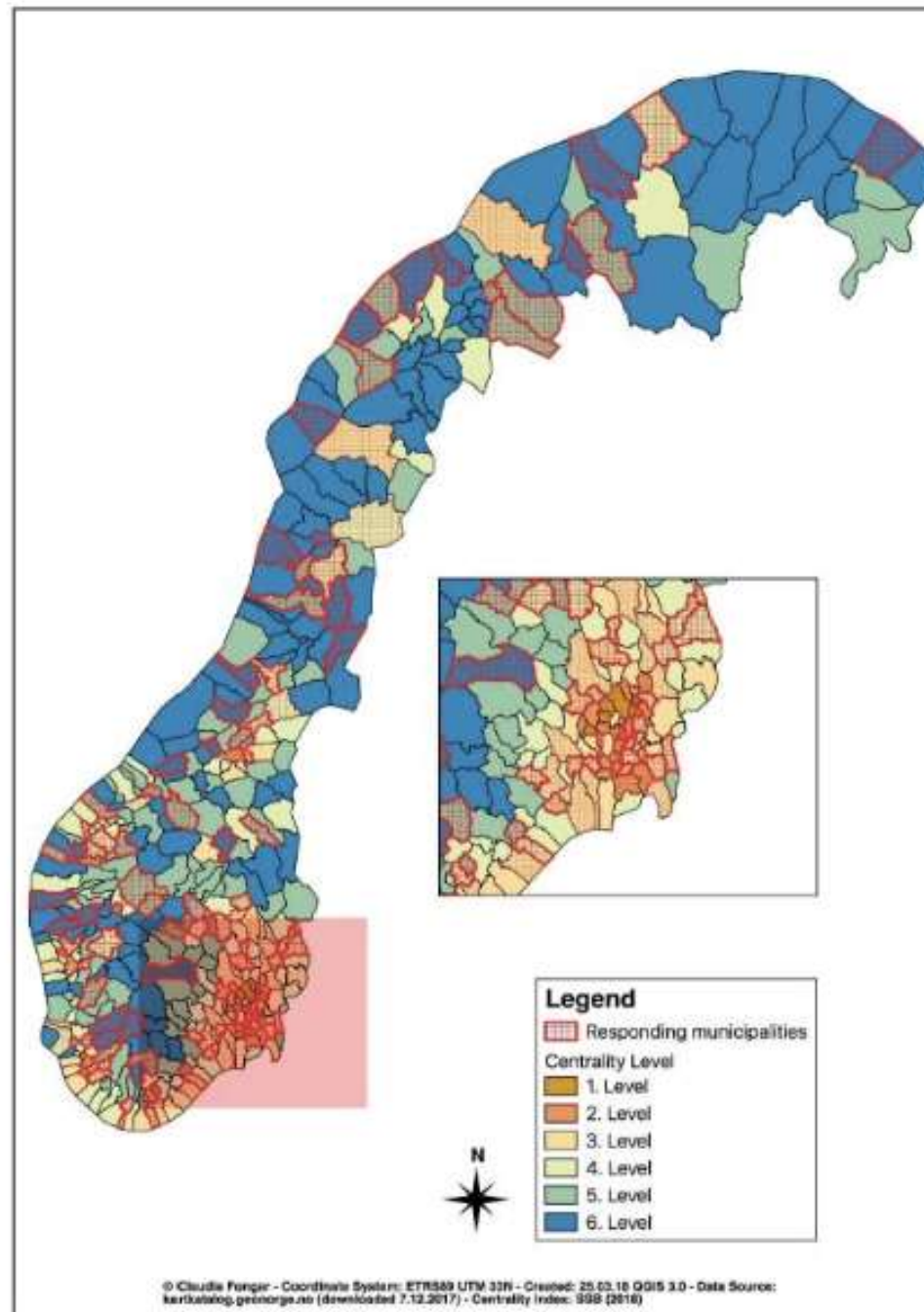


Figure 3: Responding municipalities and centrality level

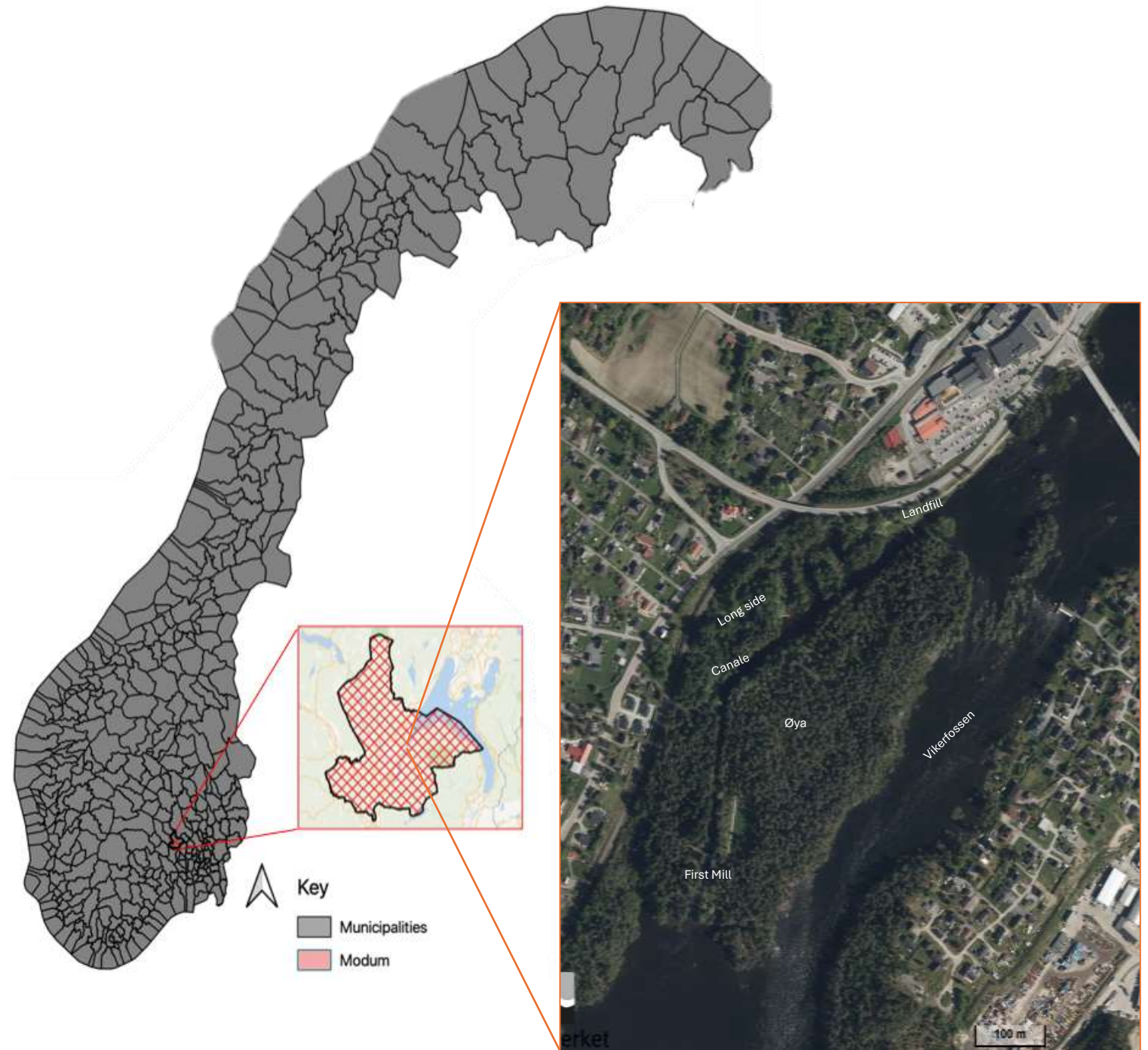
1

Background

Research
Question

Case selection

Case Area

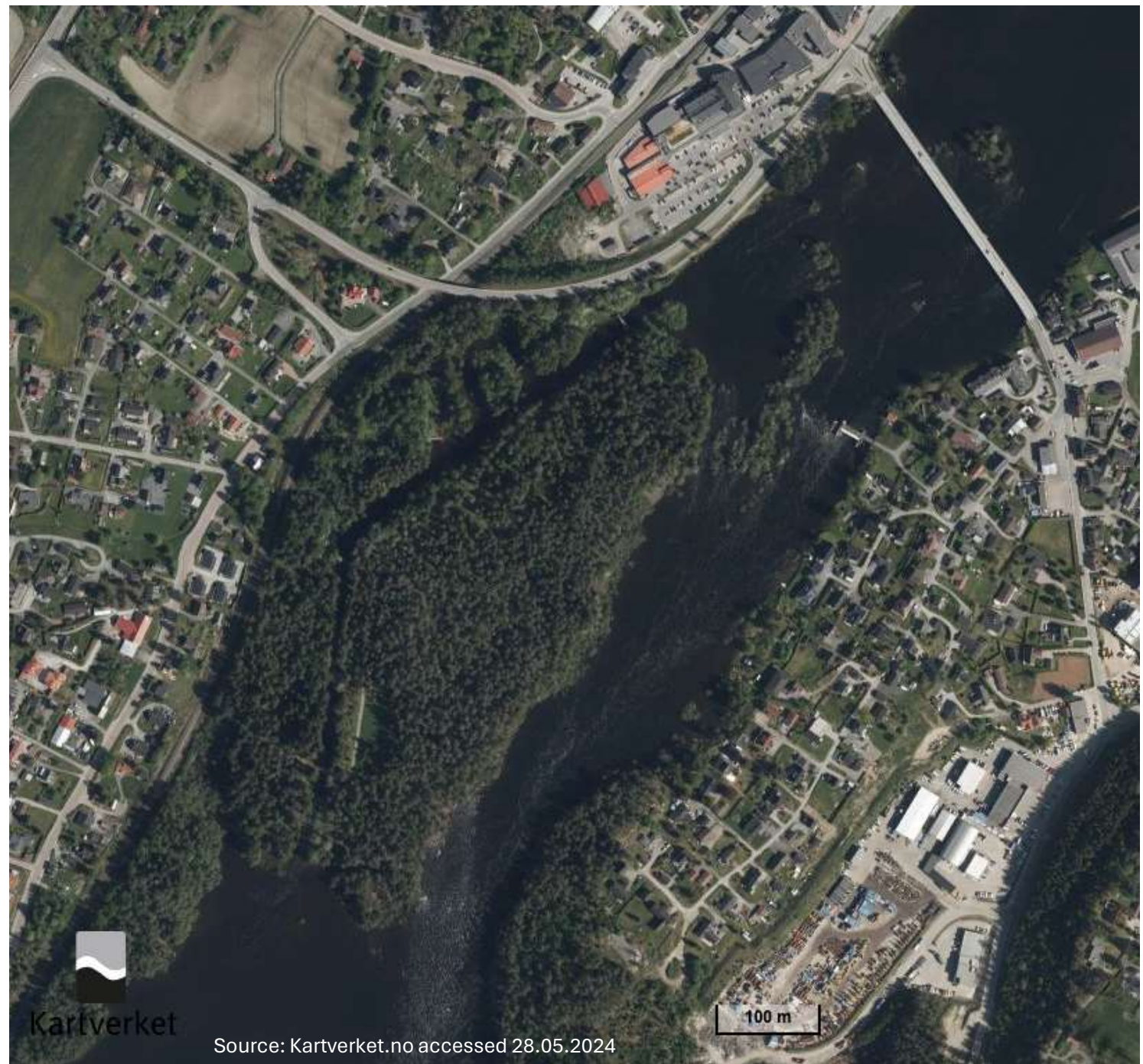


1

Research
Question

Case selection

Case Area



2

Theoretical Framework

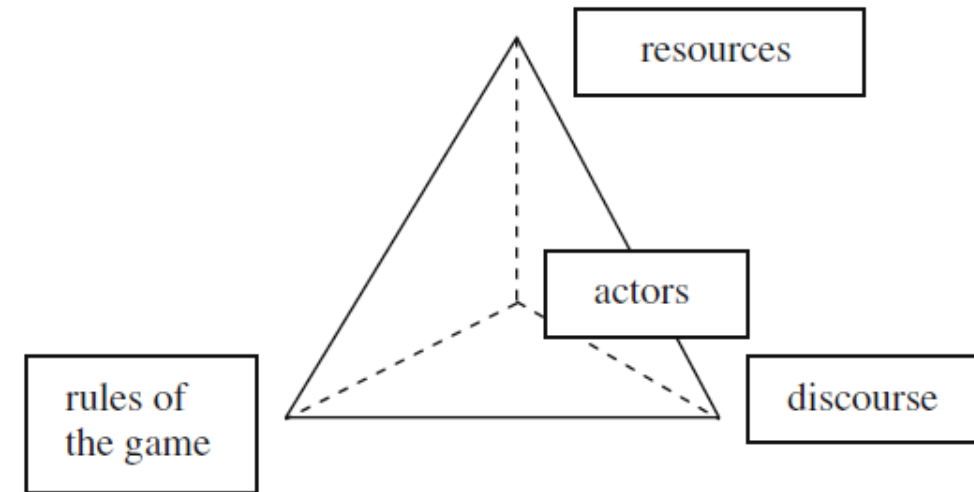
Method

Interviewees and local government organization

Case Area

Through the analytical lens of the Policy Arrangement Approach (Arts and Leroy, 2006)

Dimension	Descriptions
Stories	The stories told by the individuals
Actors	Individuals and organisations involved – the role of the different actors and processes of interaction
Resources	Financial and material resources as well as skills and time
Rules	Formal and informal guiding principles within the arrangement



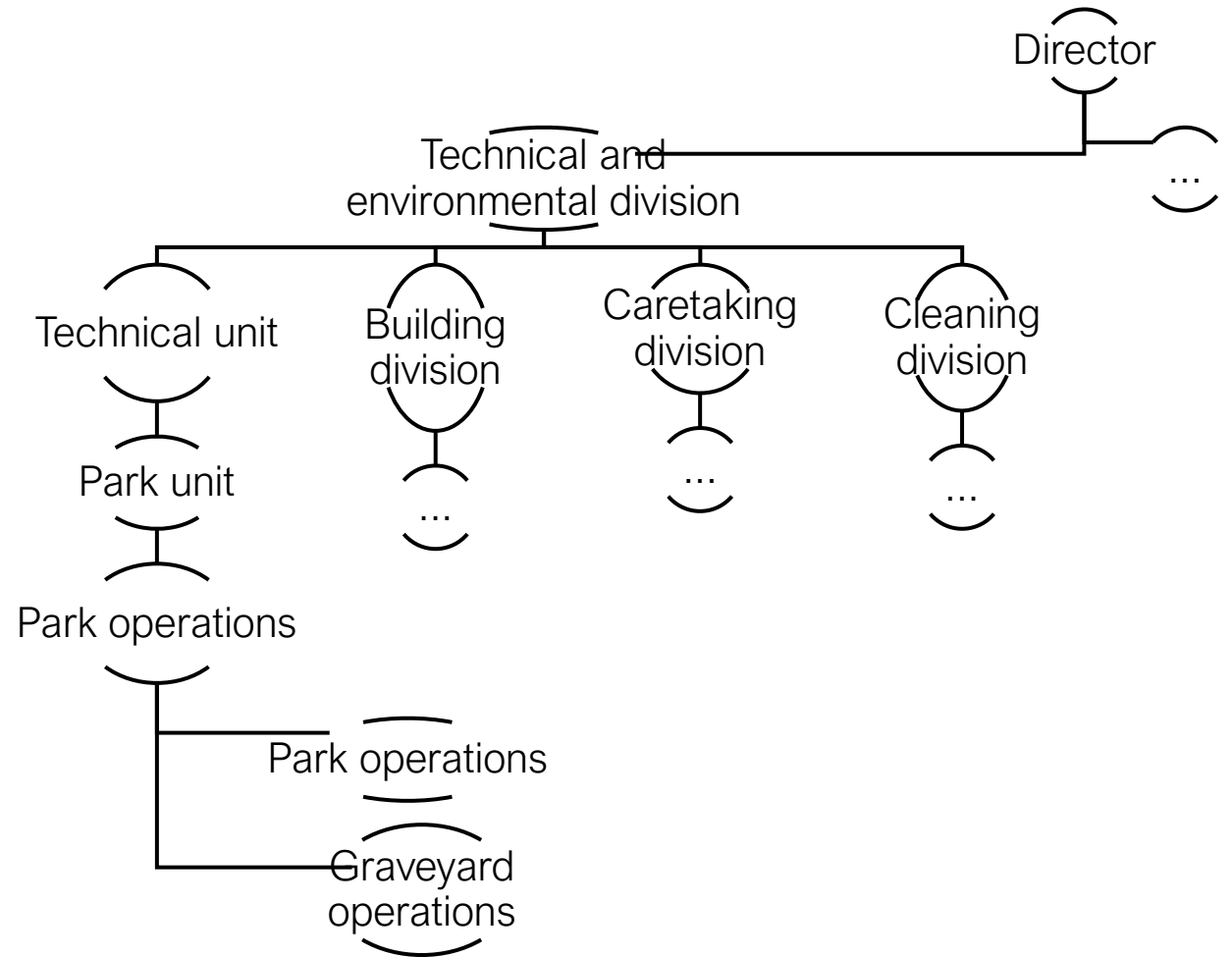
2

Theoretical Framework

Method

Interviewees and local government organization

Case Area



Interviewee	Department/ organization	Interview Time
Green space manager (GSM)	Park unit	61 min
Head of the operations (HO)	Park unit/ operations	40 min
Chairman of the fishing organisation (FO)	Voluntary	139 min
Chairman Rotary (R)	Voluntary	69 min
Chairman local community association (LCA)	Voluntary	109 min

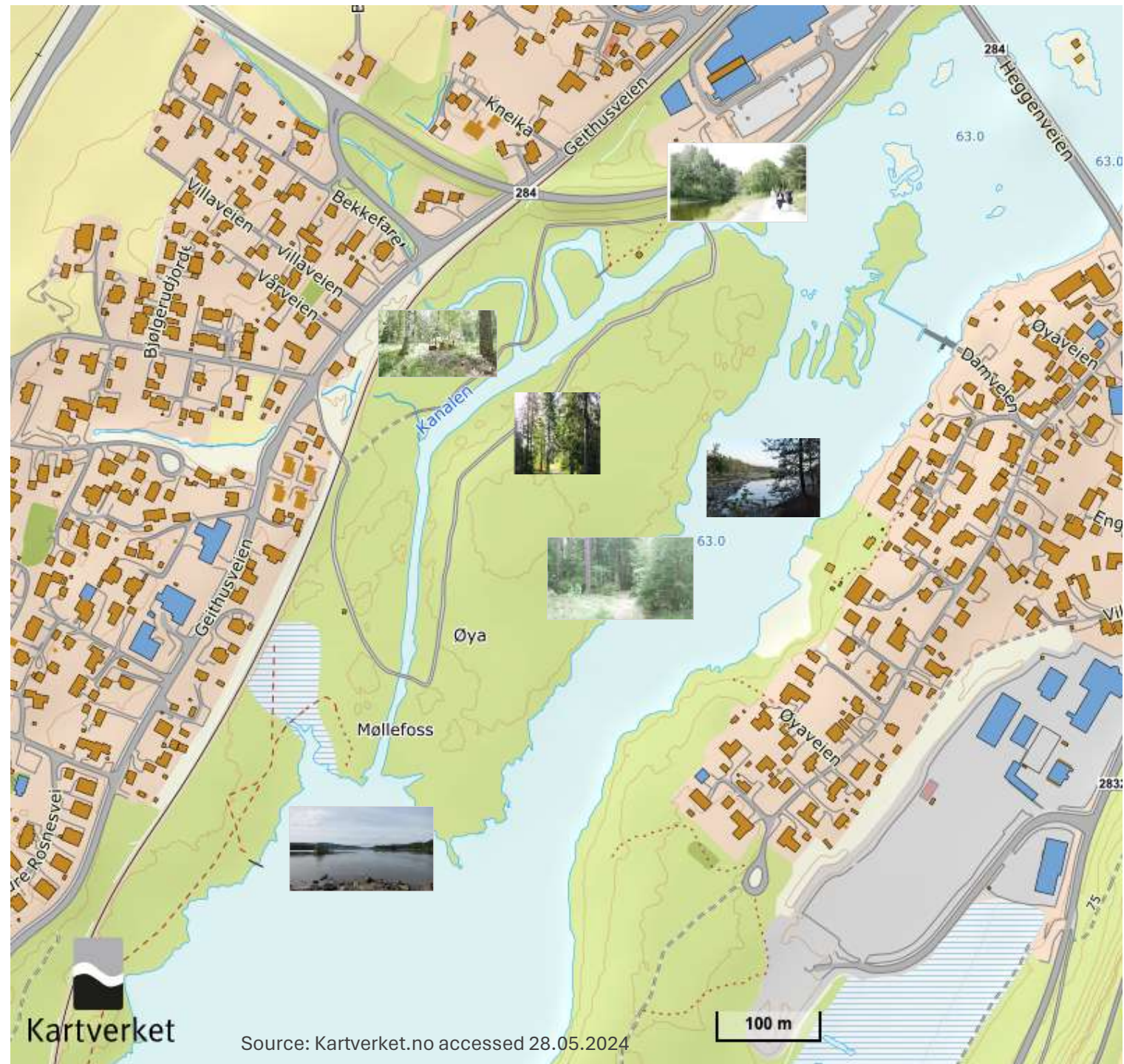
2

Theoretical
Framework

Method

Interviewees
and local
government
organization

Case Area















3

Analysis

Five stories

Thematic analysis of the stories told

Five stories

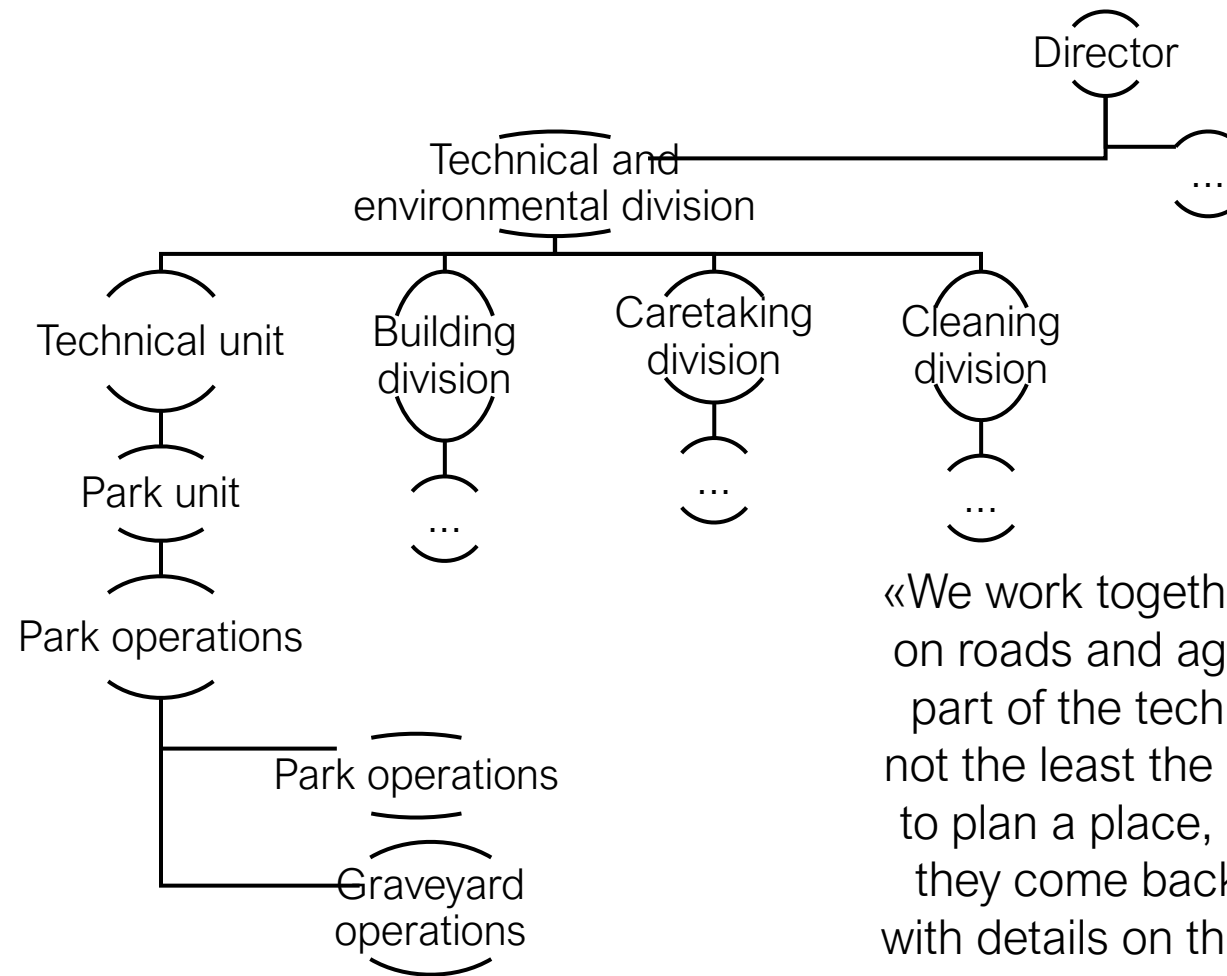
- (i) identify the bonds to place for activating local engagement;
- (ii) allow for the unforeseen – take a risk;
- (iii) find synergies between stakeholders,
- (iv) the management organisation is part of the solution,
- (v) as management organisation – be actively engaged (governing)

4

Results

The formal management organisation is part of the solution

The role of the manager



«We work together with those that work on roads and agriculture, they are also part of the technical department and not the least the surveyors... if we want to plan a place, I just ask them ... and they come back to me the same day with details on the height and placing of pipes and so on... We are digitalizing our graveyards together with those surveyors and we talk together all the time and find solutions. This is effective and convenient. Saves time and money» (GSM)

4

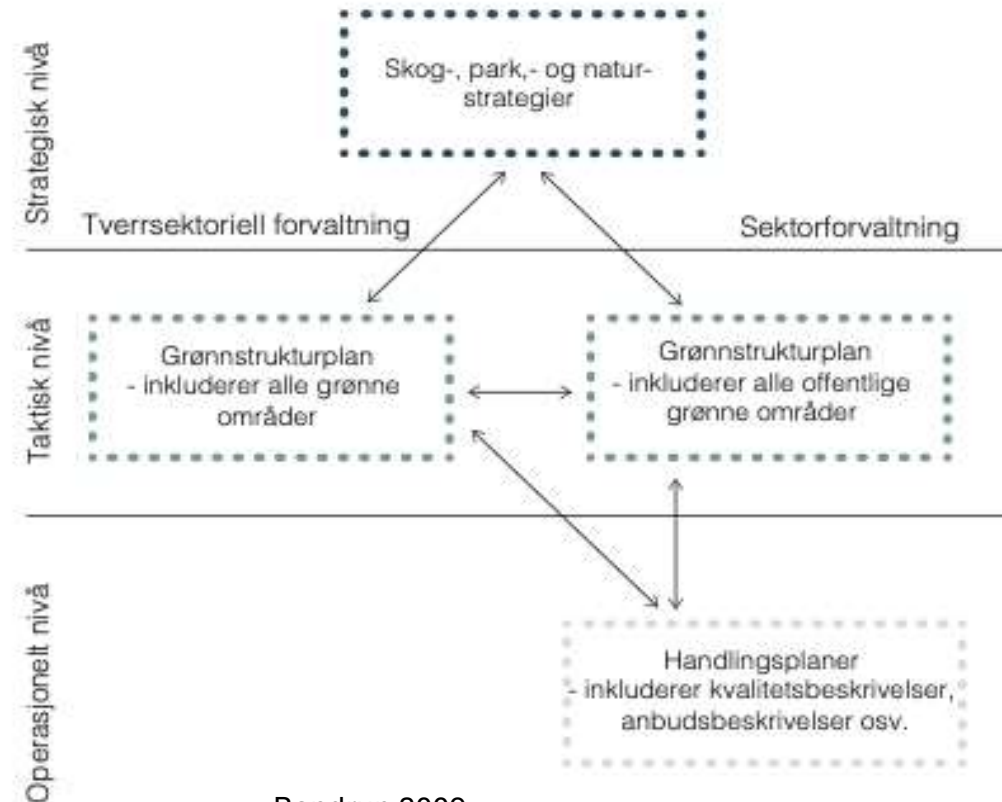
«I have collaborations with culture when we are applying for lottery funds, when we get those funds, they usually go to cultural affairs... it is culture-paths that is prioritized» (GSM)

«We are designing sport and activity plans ... those we make together with them (the cultural department) ... there we have people from the health- , school-, cultural- and technical division. So we can illuminate this from all angles ... » (GSM)

Results

The formal management organisation is part of the solution

The role of the manager



4

Results

The formal management organisation is part of the solution

The role of the manager

The role of the manager

building bridges between those within and without the organization

adaptable to the situation (adaptive management) changing from providing actual expertise on maintenance (ecological) to social in facilitating governance arrangements depending upon the situation.

skill such networking, active listening, connecting resources and networks within and beyond the local bureaucratic structures.

Thank you

References

Slide 3-8

Agger & Damgaard 2018

Christensen & Lægreid, 2011

Dempsey & Burton, 2012

Duivenvoorden et al., 2021

Fongar et al., 2019

Said & Tempels, 2023

Randrup et al., 2021

Zamanifard et al., 2018

Slide 19

Arts and Leroy, 2006

Slide 20

Modum kommune. Organisasjonskart (edited)

Slide 21

Randrup et al. 2009

Slide 24

Agger & Damgaard 2018