

Campus Kristiansund Internship Program

Project Overview – Cohort 2023–2024



Kristiansund
kommune



Møre og Romsdal
fylkeskommune

NEAS

SpareBank
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1. Greetings from the Campus Kristiansund Internship Program

The Campus Kristiansund Internship Program was established in September 2022, aiming to develop Changemakers on sustainable development, recruit highly educated competence to Møre and Romsdal, and to build capacity on sustainable development locally, regionally, and internationally. The Program is a collaboration between Møre and Romsdal County Council and Kristiansund Municipality, and we are proud to have NEAS and Sparebank1 Nordmøre as the Program's main collaborating partners and sponsors.

At the beginning of this journey almost two years ago, Møre and Romsdal County Council was already the leading county on sustainability mapping in Norway, with the city of Kristiansund as one of the pioneers in implementing sustainability indicators into its daily running and strategic planning. This Program have contributed to strengthening the knowledge base in Møre and Romsdal and to build a stronger platform for collaboration on the UN sustainable development goals, by recruiting young professionals from all over the world. While enhancing their knowledge and skills in the field of sustainability, they have brought new practices, perspectives, and impulses from all corners of the world to Møre and Romsdal.

For the Program's second year, ten young professionals from eight different countries have been part of the Program, bringing with them a vast variety of knowledge, competence, and capacity. For the past eight months, they have participated in a knowledge program to enhance their skillsets, and they have worked on various sustainability projects owned by different organisations in public and private sectors. By being willing to act, take initiative, and challenge themselves, the young professionals have created new knowledge and produced great results during their time in the Program.

As we conclude the second year, we want to share the knowledge they have produced with you. In this report you will find highlights from the projects they have been working on, you will find a presentation of the cohort of 2023-24 with their competence and

experiences from both working and living in Kristiansund. We are impressed with what these young professionals have achieved, and immensely grateful for their contributions to sustainable value creation in Møre and Romsdal and beyond.

Roland Mauseth, CEO UCIP AS (Møre and Romsdal County Council)

Helene Haugland Landøy, Program Coordinator (Møre and Romsdal County Council)

Bjarte Bye Løfaldli, Researcher (Kristiansund Municipality)

Edwin Murungi, Advisor (UCIP AS)

Ingunn Strand, Communications Advisor (Kristiansund Municipality)

Ole Helge Haugen, Special Advisor (Møre and Romsdal County Council until January 2024)

2. Words from the interns

In September 2023, we, ten internationals from 8 different countries around the world arrived in Kristiansund. For most of us, it was our first time setting foot in the city, and for some, it even marked their first experience of living and working in Norway. Despite our diverse backgrounds—varying in education, work experience, and culture—we shared a common thread: a passion for sustainability and a desire to contribute positively to the world. The opportunity to make a difference on a smaller scale in Kristiansund and Møre and Romsdal excited us, as we recognized that positive change often begins at the local level. Adjusting to the city and its dynamics took some time, but it soon became clear that both the municipality and the county are strong advocates for sustainability, which was inspiring to see. In the first weeks, we learned about numerous projects at the local, regional, and international levels that the municipality and county were actively contributing to or even leading.

Since our internship began in September 2023, we've collaborated on fourteen projects aimed at improving various sustainability aspects in the region. Before diving into the actual work, we participated in three weeks of knowledge seminars. These sessions prepared us for the tasks ahead and familiarized us with the municipality and county's work processes. Topics covered during these seminars included communication, data analysis, key performance indicators (KPIs), governance planning cycles, and project management. The insights gained from these seminars influenced our work in the following months. Throughout the year, we also attended additional seminars on topics such as circular economy, augmented reality, environmental sustainability, and sustainability reporting. These learning opportunities helped us to improve the work on our existing projects and to take the learning into future projects.

Our diverse mix of nationalities and educational backgrounds was a real advantage in working on our projects. As young professionals passionate about sustainability, we were eager to explore new approaches and contribute to the city and region's development. Our diverse competences and experiences gave us, and the projects different

perspectives, which helped us to tackle projects from multiple angles and learn from one another.

Beyond our work, we got to know the context of the city better little by little. In the beginning, many of us participated in events organized by the volunteer central, including "Tacofriday" and "Tabatha Tuesday." These experiences helped us to connect with other inhabitants and gain insights into daily life in Kristiansund. Some of us even joined the board of the voluntary organization "Arena," which aim is to create a social network for young people in the city. This way, we slowly got to know more people and found out how it is for them to live in the city, which made it even more satisfying to work on our projects because we saw how they could also have an impact on the lives of the people in Kristiansund.

As our time in Kristiansund is coming to an end, we are reflecting on our learning processes and impacts we hopefully made. We hope many of our projects will find a continuation in the city or the region. We are trusting in that because there is such a strong and progressive force of people in the city that will continue to strive for more sustainability in every field of the region. It is refreshing to see that the city has this momentum and commitment to a better future. We are very grateful to have worked in Kristiansund, with all these amazing people. We learned a lot personally and look forward to taking those learnings into the future wherever we will go and spread out to. Even though advocating for sustainability can be challenging, we are excited to contribute to a more sustainable future wherever our paths lead us, I medvind uansett vær!

Lastly, we would like to express gratitude to everyone involved in the program, from the board to our mentors, the project owners, the seminar teachers, and all different actors that were involved in our projects some way or the other. We are grateful for your great advice, reflections, and inspiration.

3. Who are we?



Andres Mendez - Costa Rica

Andres has a strong interest in Social History, Arts & Architecture, Politics and Biology, and his academic journey took me through the Politics and History path by getting an academic background in International Affairs and European Studies. He has always been curious about how the world works and what makes humans behave a certain way. Curiosity is part of everyone and Andres enjoys changing paradigms about actions and thoughts.



Burak Pordogan - Turkey

Burak is a seasoned young professional with a strong foundation in Logistics and Supply Chain Management, merges an agile mindset with remarkable business acumen and a keen interest in project management. His dynamic skill set enables him to efficiently adapt to evolving market conditions while maintaining a sharp focus on sustainability, efficiency and success.



Julia Volchkova - Russia

Julia holds a bachelor's degree in American Studies from MSLU, Russia, and a master's degree in Globalization and Sustainable Development from NTNU, Norway. She has worked with Indicators related to SDGs, Norwegian Taxonomy, and SDG Localization. With experience in Sustainability and Circular Economy, Julia is passionate about "Responsible consumption and production" (SDG 12).

Besides that, she is interested in engaging youth in sustainable and circular practices, and aims to contribute to projects and initiatives in these areas through research, policy, and education.



Kwadwo Sarpong - Ghana

Kwadwo has a background in Development planning and a master's degree in city and Regional Planning from University of Stavanger, Norway. As an urban planner, he has experience in working with local and regional governments in developing urban policies. His expertise lies in environmental policy and planning, preparation of city plans, conducting surveys to address urban challenges. Kwadwo's passion for the SDG 11 (Sustainable cities) compels him to work on environmental and social development projects focusing on sustainable cities.



Maria Victoria Silva - Norway

Maria Victoria holds a Master's degree in Globalisation and Sustainable Development from NTNU, in addition to studies within social anthropology, psychology and Spanish. Her diverse background has equipped her with a holistic approach to sustainable development and planning, including the interconnectedness of local and global processes as well as societal, environmental and economic issues. She has a particular interest in the mobility concept, collaborative approaches towards sustainability, circularity models and qualitative research.



Martin Kleiven - Jørgensen

With a bachelor's in International Relations and Sociology and a master's in Conflict Prevention and Peacebuilding, Martin's interest lies in how cross-cultural and interdisciplinary cooperation can promote sustainable development. More specifically, I am interested in how knowledge-sharing and how we communicate and visualise data can encourage and enable politicians, industries and citizens to make more sustainable and responsible decisions. In particular, to create strong and inclusive institutions to reduce structural inequalities in society and address challenges related to climate change.



Mo Zijlmans - The Netherlands

Mo holds a bachelor's degree in Sociology and dual master's degrees in Governance of Migration and Diversity (the Netherlands), and Public Planning for Sustainable Development (Sweden). Beyond academia, she actively contributed to various associations and has gained practical experience in local organizations addressing societal challenges. Mo's professional enthusiasm centers on the convergence of migration, diversity, and sustainability. She is dedicated to engaging multiple communities in pursuing this objective, wishing to contribute to it at the municipal or county level.



Nadia Silvestri Helseth - Argentina

Nadia has bachelor's degree in business administration and working experience from both the UK and Norway. Her passion for sustainability has led her to continue her studies and she is currently undertaking a Masters Degree in Sustainable Transport and Urban Mobility from Molde's College. She is interested in transport economics and networks analysis; innovative mitigation and adaptation solutions for climate change; and social inclusivity and gender equality.



Rosemary Aghedo - Nigeria

Rosemary holds a master's degree in international environmental studies from the Norwegian University of Life Sciences, specializing in sustainability, climate mitigation, renewable energy, urban planning, research, and marine biology. Her interdisciplinary background spans both natural and social sciences, making her adaptable and resourceful in assembling knowledge from political, environmental, and socio-economic perspectives. She is interested in addressing environmental challenges, offering consultancy services, digital innovation, and researching climate change solutions. Rosemary is passionate about making a positive impact in the environmental field and the world at large.



Veronika Priakhina - Russia

Having an academic background in project management, economics, and business administration, Veronika has always been curious about people-nature interaction. She do believe that nowadays no business activity can be conducted without taking sustainability into account, as the issues caused by human impact on our planet are becoming more and more acute. That is why she is particularly interested in working with projects focused on energy and resource industries, green transition, circular economy, and pollution.



4. Overview of the projects

4.1 Climate Budget: The aim of the project was to help municipalities in Møre and Romsdal reduce their greenhouse gas emissions. We have developed a handbook and a template for climate budgeting to make it easier for municipalities to create their own climate budgets and, thus, reach their climate goals.

4.2 CREST: Enhancing coastal urban climate resilience through digital twin technology.

4.3 GreenTechSee: Activating and supporting innovation based on the newest digital technology related to sustainability.

4.4. Sustainable Land Management: Developing a communication plan aimed at facilitating engagement between public administration, inhabitants, and politicians in sustainable land management processes in Hustadvika.

4.5 Sustainable Mobility Network: Working together to find viable solutions to the challenges that the city will experience once Campus Kristiansund opens its doors.

4.6 Citizen Lab: Leveraging public, private and local knowledge in addressing urban sustainability Challenges.

4.7 Energy Efficiency: Identifying suitable indicators for measuring energy efficiency optimization in regional/municipality level.

4.8 OECD Circularity: Mapping and reporting of the conditions for circular transitions in the county, with the goal to produce practical guidelines for circular transition in the region.

4.9 SDG reporting: To make it easier for municipalities and businesses to find and understand definitions of KPIs related to sustainable development, which Sustainable Development Goals these KPIs promote and how they relate to the EU taxonomy.

4.10 Social sustainability: Supporting the municipality in finding suitable KPIs to measure its progress towards social sustainability.

4.11 Sustainability competence for corporate lending: Assisting Sparebank1 Nordmøre in building competence on sustainability requirements to ensure their ability to provide good advice to companies.

4.12 Upcycling: Operationalizing the reuse and upcycling of furniture and building materials, contributing towards circularity in Nordmøre

4.1 Climate Budget



Project dates: October 2023 – May 2024

Project owners: Møre and Romsdal County Council and County Governor

Ingeborg Simonsen (Climate and Environment Coordinator)

ingeborg.simonsen@mrfylke.no

Anne Melbø (Climate Coordinator)

anne.melbo@statsforvalteren.no

Project leader



Veronika Priakhina
veroonicap@gmail.com

Project members



Julia Volchkova



Martin Jørgensen

Why

Climate budgeting is a crucial approach to addressing climate change and reducing greenhouse gas emissions. Currently, municipalities face challenges in creating and improving their climate budgets. Despite the existence of various tools and guidelines, there is no standardized way to structure and design climate budgets. This lack of consistency makes it difficult to compare budgets and learn from each other.

The goals of this project were to simplify the climate budgeting process and provide municipalities with easy-to-use tools to create more effective climate budgets. The project was developed through a collaboration between the Campus Kristiansund Internship Program (CKIP), Møre and Romsdal County Municipality, and County Governor. We have also engaged and collaborated closely with advisors from different municipalities to better understand their challenges and opportunities for improvement related to climate budgeting and receive feedback on our work.

What

Throughout the project we have utilized a range of different methodologies.

In the beginning phases of the project, we analyzed existing literature, guidelines, tools on climate budgeting and climate budget reports across Norway and internationally. We also organized a focus group with municipalities across Møre and Romsdal to get insights into their specific challenges related to climate budgeting and how we could assist them. Based on this insight, we started developing a handbook and template for climate budgeting.

After we finished the first draft of these documents, we sent them out to a reference group and organized a focus group with this group to collect feedback. This reference group included municipalities across Møre and Romsdal and Melhus Municipality from Trøndelag County. We utilized this feedback to revise and write up the handbook and template.

These two documents build on existing tools and guidelines provided by KS, the Norwegian Environment Agency, and Møre and Romsdal County Municipality, and include step-by-step guidance on how to write climate budgets.

How

Throughout the project, we have had regular meetings with our project owners. They have offered guidance, advice, and support throughout the project and ensuring alignment with regional environmental objectives. We also drew upon their network to get in touch with local climate advisers from different municipalities across Møre and Romsdal County.

Our close engagement and collaboration with these advisers have been vital to the success of this project. In particular, Jørgen Stenset Restad, the former sustainability adviser in Kristiansund Municipality, has been crucial for us. Through multiple meetings with him throughout the year he has provided us with guidance and helped us gain valuable insights into how the climate budget work is organized in Kristiansund Municipality.

Results

In April 2024, Møre and Romsdal County Municipality and the County Governor in Møre and Romsdal published our template and handbook for climate budgeting. We have also finished an English version of the two documents, which we will distribute to the Norwegian Environment Agency and our partners in Latvia.

Impacts

Initially, we were asked to create a tool that could help municipalities calculate their carbon emissions, but we did not have the finances or knowledge within our team to create such a tool. We, therefore, agreed with our project owners to develop a handbook and template for climate budgeting instead. Given that municipalities face a diverse range of challenges related to climate budgeting, a major challenge we met in this project was creating a one-size-fits-all solution. Yet, through close collaboration and engagement with different municipal advisors, we developed two documents that municipalities with different needs and challenges can utilize.

Among our most significant accomplishments are the following:

- We attended the regional climate conference "Klimasnu" in Ålesund in November 2023.
- In December 2023, we presented our work at the international conference "Development of Regional Climate Change Indicators and their Application" in Latvia together with the Norwegian Environment Agency.
- In the end of April 2024, we also presented our two documents to municipalities across Møre and Romsdal.

Future recommendations

- Create a list of examples of indicators municipalities can use to measure their progress towards environmental goals.
- Create a list of suggestive climate actions that municipalities can implement and provide an estimate of how effective these actions are (i.e. the amount of CO₂ they would save and the economic costs of implementing these).

- Continue to update the two documents to avoid them becoming outdated when there are new restrictions and guidelines related to environmental reporting and climate budgeting.
- Continue raising awareness of the handbook and template outside Møre and Romsdal.

4.2 CREST



Project dates: April 2022 – April 2025

Project owners: Møre and Romsdal County Council (Norwegian project partner)

Ingrid Hansgaard Gjelsvik (International Advisor)

ingrid.gjelsvik@mrfylke.no

Solveig Stornes (Project Manager Sustainability and Circular Economy)

solveig.stornes@mrfylke.no

Project leader



Maria Victoria Silva
vsilvaevje@gmail.com

Project members



Kwadwo Nketia Sarpong



Rosemary Aghedo

Why

CREST, a project funded by the European Union, aims to visualize climate threats in three European coastal cities through the utilization of digital twins (DTs). Møre and Romsdal County Council is a partner in the project and has chosen Kristiansund as the city where the project is implemented. The other cities are Bordeaux in France and Kolobrzeg in Poland. The project encompasses four primary objectives:

- Develop and implement an impact assessment framework for sustainability and climate resilience.
- Create DTs to serve as innovative engagement- and decision support for urban transformation.
- Promote capacity building and co-creation for greater resilience of urban infrastructure.
- Engage diverse citizen- and stakeholder groups to develop pathways for future adoption and replication of CREST results.

Ålesund-based technology company AugmentCity serves both as the project coordinator and as the developer of the digital twin. Other project partners include local authorities, research institutions, and consultancies across the three partner cities.

Although the project duration is from 2022 to 2025, we were honored to be trusted with the local implementation of the project in Kristiansund during the internship period.

What

Our work has consisted of various research activities of both qualitative and quantitative nature. To ensure comparability across the three cities in the project, the partnering research institution IRMiR in Poland has had main responsibility of developing and distributing the methodologies, while we have implemented them. Through dialogue there has been room for necessary adaptations to the local context.

One of our first tasks in the project involved collecting and cross-checking local data connected to the Key Performance Indicators (KPIs) of the United for Smart Sustainable Cities (U4SCC) framework, which is being utilized across all three cities. We updated Kristiansund municipality's figures from 2022 where appropriate, using data from reliable sources such as Statistics Norway.

Furthermore, a citizen survey was conducted. The aim was to map the local status quo with regards to public opinions on climate change, how the municipality deals with climate challenges, and what can be done better. We assisted in the survey promotion by putting up posters across Kristiansund and managed to gather 122 answers, the highest response rate across all partner cities.

With basis in the survey data, we invited local experts in different fields to a focus group discussion. The goal was to highlight the most relevant climate threats in the city and associated vulnerable areas, which would serve as key information when developing a concrete use case for the DT. In the end, challenges posed by strong wind was pointed out as one of the main threats in Kristiansund.

We have supported AugmentCity in developing the DT through collecting the local data necessary to create visualizations of potential scenarios related to climate change. Most

of the required data has been collected via public, reliable sources, and what was not publicly available was identified through conversations with relevant stakeholders.

Our final activity was conducting two co-creation workshops themed “Mobility challenges caused by strong wind”, based on the threat identified in the focus group. One of the aims was to engage a diverse group of citizens in creating solutions to the presented challenges. Another was to test the effect of the DT as a tool for problem-solving through visualizing the challenges. Therefore, one workshop was conducted with the DT available, while the other was based exclusively on traditional maps.

How

As the project involves several partners spread across Norway and Europe, continuous collaboration at different levels has been crucial. Here in Kristiansund, us interns have had daily dialogue and worked both together and separately on different tasks. We have maintained close contact with the project managers from Møre and Romsdal County Council, who are based in Molde, through Teams. There has been a low threshold when it comes to asking for assistance and discussing different matters, which has been crucial to the successful implementation of CREST in Norway. Furthermore, we have participated in regular coordination meetings between the Norwegian partners and AugmentCity, and between all project partners. For our part, this has been important to ensure that we carry out the local activities in a way that serves the project as a whole.

Results

The various activities we have carried out have contributed to different parts of the project objectives, as well as to developing valuable knowledge for Kristiansund municipality. Firstly, compiling local KPI data has been central to developing a sustainability assessment framework across all cities. Secondly, a digital twin of Kristiansund with possibilities of visualizing climate change has been developed, which we are certain will be a valuable tool for decision-making. Furthermore, the survey, focus group and workshops have all been conducted based on a citizen science approach to resonate with the objectives of fostering engagement, participation, and co-creation. Our

impression based on these activities is that citizens find the CREST-project exciting, particularly the concept of visualizing climate change through DTs. Additionally, these activities have contributed to a better understanding of specific climate challenges in Kristiansund and their potential effects, as well as citizens' opinions on the municipality's handling of these challenges.

Impacts

Overall, our most significant accomplishment has been to successfully collaborate towards implementing all required project activities according to the planned timeline. We hope that these efforts will contribute to help Kristiansund and other cities on their paths towards more efficient, inclusive, and future-oriented urban planning for climate change.

Nevertheless, the process has not been entirely without challenges. Among them were difficulties in identifying all the necessary KPI data and benchmark values, although great work had previously been done in the municipality. Furthermore, it has at times been challenging to navigate the communication with all the different project partners, as we all have different work cultures and at times different understandings of project activities. As reaching a common agreement before carrying out an activity is important, our ambition to meet the set project deadlines has in some instances meant a somewhat short time to plan local activities. In turn, this has led to challenges with for instance recruiting participants for the workshops on a somewhat short notice.

Future recommendations

Especially considering that many people, like us, have and will join the project on a limited basis, we suggest that the various partners' roles are made clearer from the start. Furthermore, we suggest leaving even more space for discussions on how project activities can be best adapted to the local contexts without compromising the intended comparability, as we believe this may lead to better results. Lastly, we suggest that various stakeholders make use of the DTs developed for their city. In Kristiansund, a DT

simulator will be available at Campus. We experience the DT as a versatile tool that can be revolutionary in decision-making processes.

4.3 GreenTechSee

Project dates: November 2023 – May 2024

Project owners: GreenTechSee

Rolf Einar Sæter (Innovation manager, Shell)

Stian Odde (Digital manager, Aker Solutions)

post@greentechsee.no



Project leader



Rosemary Aghedo
rosemaryaghedo@gmail.com

Project members



Veronika Priakhina



Burak Pordogan

Why

GreenTechSee is a non-profit organization with the objective to activate and support innovation based on the newest digital technologies. The initiative has a mission to prove that sustainability problem creates opportunities for new scalable industries, that the timing and maturity of technology to implement such an initiative is right and the Midt-Norge region can produce globally scalable solutions. The aim of the project is to be a gathering place for technology enthusiasts and innovators who want to do something about the biggest challenges of our time.

What

The project's main goal was organizing a 3-day hackathon event and an end conference which formed the entire technology festival. On the first day, we presented our findings based on data previously gathered, highlighted issues in the region which can be resolved with sustainable technology and showcased use cases in the different domains. On the other days of the hackathon event, we carried out administrative tasks, provided suggestions to different hackathon teams on how to include sustainability perspective in their product process and listened to their initial pitch. During the final conference, we registered attendees and helped to ensure smooth-running of the event. We also made

social media posts to keep the public updated on all the activities carried out before, during and after the event and engaged in marketing and sales of the conference tickets.

How

The project was done through several meetings which were held once every week. During the meetings, we exchanged ideas, addressed issues that came up during the planning stage in a proactive manner, applied agile project management and scrum methodology to achieve structured results.

The execution of the project was divided into phases. In the first phase, we gathered data from municipality reports, SSB, and other open access database sources. We also collected KPIs and created visual representation of the data. This data was collected to provide a database which can be used by the hackers during the hackathon, to create a visual of what the greenhouse gas emission source in the region looks like and to identify use cases.

In the second phase, we participated in sending out invitations to different stakeholders in the region, helped in administrative tasks and made informative posts on social media channels like Facebook, Instagram, and LinkedIn about the event. We also provided information for the GreenTechSee website.

Results

The main results can be summed up as follows:

- Technical achievements: We had a successful GreenTechSee technology festival. We assisted the development of new and valuable ideas, ensuring effective use of data to make informed decisions, and demonstrated creativity and innovation.
- Documentation and communication: We ensured comprehensive documentation of project activities and findings and facilitated clear communication of project objectives and outcomes. We also contributed to promoting sustainable ideas and technologies and educating stakeholders on environmental benefits of new technologies.

- **Stakeholder Satisfaction:** We received positive feedback from project stakeholders and noticed general satisfaction expressed by project owners.
- **Impact and Engagement:** We achieved utilization of project outcomes in practical application and helped the event to have a positive effect on people and the environment.

Impacts

We had a successful GreenTechSee technology festival. Our project owners were very happy with our contributions to the project, and there is already a plan to have another edition of the event next year.

The most significant challenges faced in the project included:

- **Data Availability and Quality:** We had challenges obtaining reliable data for analysis because a lot of the data needed were not available for public use (closed access).
- **Time Constraints:** Balancing project tasks within the given timeframe was sometimes difficult due to the project's ambitious scope.
- **Technical Complexity:** Dealing with the technical aspects of using data-driven methods presented challenges that required continuous learning and adaptation.

Future recommendations

We recommend the following actions for future repetition of the event:

- **Expanding Event Reach:** There should be more focus on strengthening the promotional efforts and outreach strategies, through targeted marketing campaigns and social media.
- **Collecting Comprehensive Feedback:** We would encourage the use of anonymous feedback forms to allow the project owners assess attendee satisfaction, gather constructive suggestions, and recognize areas of excellence.

- Providing Valuable Post-Event Resources: By providing recorded sessions, presentation materials, and supplementary reading materials, we expect to offer ongoing value and encourage continued learning.

4.4 Sustainable Land Management



Project dates: January 2024 – May 2024

Project owners: SEBAN

Liv-Randi Røyset (Project Manager)

liv-randi.royset@norsok.no

Project leader



Julia Volchkova
juliavol4@gmail.com

Project members



Mo Zijlmans



Martin Jørgensen



Rosemary Aghedo

Why

Land-use change, such as deforestation and urbanization, poses a significant threat to biodiversity in Norway and worldwide. This loss of biodiversity is concerning because it hinders efforts to protect nature and achieve UN Sustainable Development Goals (SDGs). To make progress by 2030, it's essential to acknowledge and highlight the importance of the connections between ecosystem services, biodiversity, and sustainable development priorities for stakeholders at various levels and scopes.

To address this, the Senter for Bærekraftig Areal- og Naturforvaltning (SEBAN) has focused on developing indicators for UN SDGs 13 and 15, which are missing from the U4SSC indicators. SEBAN, in collaboration with CKIP, identified these indicators during the first phase of the Indicator Project in spring 2023. As a result of the first phase of the project, the "Handbook on Sustainable Land and Nature Management in Municipalities" was developed. The implementation of the handbook underscored the necessity for effective communication regarding land and nature management within municipalities.

Therefore, the objective for phase two was to develop a communication plan for public administration that would help to engage inhabitants and politicians in sustainable land management processes. It was proposed to work with two municipalities in Møre og

Romsdal, Hustadvika, and Sunndal, because collaboration had already been established during phase one of the project.

What

We employed various methodologies at different stages to develop a comprehensive communication plan for land and nature management. Our methodology included document review, focus group discussions, and a final workshop session. To develop a communication strategy, it was essential to identify challenges, target groups, and their needs. Therefore, we conducted focus group studies in Hustadvika to understand stakeholder attitudes towards land management, including perceptions of peatlands and coastal heathlands. Thematic analysis was used to analyze qualitative data from focus group discussions and the workshop session, uncovering recurring themes, key challenges, and potential communication strategies. Based on the findings, we developed a communication plan to enhance communication between public administration, inhabitants, and politicians regarding sustainable land management.

How

Our project followed a structured process:

- Data gathering. During this phase, we had weekly meetings with project owner, observed Hustadvika and Sunndal municipalities during SEBAN handbook presentation, reviewed documents, conducted focus groups and a workshop in Hustadvika.
- Data analysis. We carefully analysed the collected information, identified key themes and insights, which served as the foundation for the subsequent phases of the project.
- Discussion of results. During the discussion with the project owner, we received valuable recommendations and feedback. This collaborative process helped us refine our approach and prioritize key areas for the development of the communication plan.

- Providing deliverables. Based on the gathered data, analysis, and discussion we developed a communication plan that was in alignment with project objectives and goals.

Results

- Conducted focus group study.
- Conducted workshop.
- Developed a communication plan for Hustadvika Kommune.

Impacts

Challenges:

- Focus group and workshop attendance: It was challenging to recruit participants for the focus groups, primarily due to the short notice of the focus groups and a lack of prior connection to the local community, aside from the local administration.
- Short-term project: The time frame of the project posed another significant challenge. With limited time available for planning, execution, and analysis, there was pressure to maximize efficiency and prioritize tasks effectively within the given timeline.

Accomplishments:

- Managed to gather all participants for the focus groups: We successfully addressed the challenges surrounding attendance through extending the list of potential participants and mobilized efforts of the project team. We also took action and reached out to potential participants via phone calls.
- Sparked discussion on the land and nature management. We believe that the focus groups and workshop served as the starting point for engaging people in the further development of effective communication among Hustadvika inhabitants.

Future recommendations

To advance the project further, it is crucial to maintain close collaboration with the pilot municipalities and support the implementation of both the handbook and communication plan. If successful, these resources can serve as valuable models for other municipalities to adopt.

Besides that, project should focus on other deliverables that were not in the scope of phase two, those are:

- Test and troubleshoot the indicators found in phase one through other models.
- Develop tools and easy “task-lists” for public administration of how and where to find data on nature-types e.g. coastal heathlands, simple GIS-modelling tools.

4.5 Sustainable Mobility Network

Project dates: October 2023 – May 2024

Project owners: Kristiansund Municipality



Project leader



Nadia Silvestri Helseth
ne.silvestri@gmail.com

Project members



Mo Zijlmans



Burak Pordogan



Andres Mendez



Kwadwo Sarpong

Why

With the imminent opening of Campus Kristiansund at the heart of the city, the private and public stakeholders moving into the new building have signed a collaboration agreement in May 2023 focused on mobility. The main goal of this collaboration is to find solutions to tackle the mobility challenges associated with the influx of workers, students and citizens that will now travel into the city center daily.

What

This project aims to identify and define the mobility challenges that the city will face once the Campus opens its doors. Moreover, the project's objective is to build a strategy including possible courses of action to shift from the usage of private cars into more sustainable modes of transport.

How

The strategy was based on the results of Work Package 1 "Data collection through a selected sample survey". This survey was performed in order to find out current trends of movement and divided in 4 sections. Section 1: Demographic background information, section 2: Transportation habits work/studies, section 3: Public Transportation habits and section 4: Future Campus Kristiansund.

Work Package 2 was developed from the information gathered in Work Package 1, focusing on behavioral change via the research, development, and implementation of a gamification strategy.

Work Package 3 was based on designing and delivering a communications plan for all members of the mobility network. Each member had the task to find their own sustainability ambassador, those being members of the community and workplace that choose sustainable modes of transport daily. The objective of this package was to start the conversation and increase awareness for the general public.

Results

All WPs were completed within the time available. Based on the outcomes of the survey, two general workshops with all members of the network were hosted with the objective to create a common ground to understand what the problems are, how could they intervene and what behavioral change means. The sustainability ambassadors were found and presented in the different social media platforms.

Impacts

We have collected and analyzed relevant data for the stakeholders to act accordingly to the results findings. We have contributed to increasing awareness within the Network of what gamification is and how it can be used to change behavior.

One of the main challenges for this project was the lack of involvement of politicians considering the pressing challenge of traffic increase and the timelines to develop new infrastructure.

Future recommendations

We recommend to maintain the network meetings regularly, continue sharing information in the different social media platforms and ensure that the gamification strategy is executed.

The network could benefit from an active participation in political debates to inform of progress and continue pushing for policy development towards investing in green transport solutions.

The mobility network project 2.0 should be based on strengthening the collaboration between the members of the projects and work towards increasing the visibility of the network as an informal component of decision making at the same time the network could benefit enormously from appointing one person that dictates the direction of the next actions to support development and accountability of all parties.

4.6 Citizen Lab

Project dates: March 2024 – May 2024

Project owners: Campus Kristiansund
Roland Mauseth (Project Manager)

roland.mauseth@mrfylke.no



Project leader



Kwadwo Nketia Sarpong
kwadwonketiasarpong@gmail.com

Project members



Mo Zijlmans



Andres Mendez



Nadia Silvestri Helseth

Why

This project is a pilot that would help establish a lab where citizens, private and public sector agencies can interact and share knowledge to address challenges facing the city. The goal of this project is to have an avenue where citizens could voice out their problems and leverage on the private and public companies available in the city to solve those problems. The lab would be hosted in the campus Kristiansund building and would collaborate with public and private companies with social sustainability background. The lab will not only promote knowledge creation and sharing, but it will also ensure trust between institutions and the local people. This project is owned by the campus and will be coordinating with organizations in the campus building as well as private companies in the city.

What

The goal of the project is to pilot how a citizen lab would function in campus Kristiansund. The project organized a focus group discussion with the citizens, private and public companies to map out the main sustainability themes that the lab should focus on. A concept for the lab was developed with this backdrop. To see how the lab would work, we took part in an Opplyst event where ideas were shared on architecture and urban development in Kristiansund. This process gave us a fair idea of how knowledge creation with local people works.

How

Initially, stakeholders were mapped out and invited to participate in a focus group discussion. Insights from the focus group were used to develop the concept of the lab. An Opplyst event which focused on urban development and sustainability was organized to pilot how the lab will work.

Results

A focus group discussion has been organized to help in mapping out the issues that the Lab should focus on. This has helped in designing a citizen lab concept using a bottom-up approach. The main issues the lab would focus on include career development, adopting proper upcycling approaches, promoting quality healthcare, and improving urban development. This data was used to develop the concept as well as how it will operate. Additionally, an Opplyst event was organized to serve as a piloting for the Citizen Lab.

Impacts

Among our main accomplishments was developing a concept for the citizen lab and piloting it through an Opplyst event. The main challenge is getting funding to employ a coordinator for the project.

Future recommendations

Funding should be secured to help employ a project leader for the citizen lab.

4.7 Energy Efficiency

Project dates: October 2023 – May 2024

Project owners: Møre and Romsdal County Council

Silje Hårberg (Advisor New Energy Tools)

Silje.Harberg@mrfylke.no

Per Oterholm (Advisor Renewable Energy)

per.oterholm@mrfylke.no



Project leader



Rosemary Aghedo
rosemaryaghedo@gmail.com

Project members



Veronika Priakhina



Kwadwo Nketia Sarpong

Why

The municipality aimed to assess the goals, measures and tools needed to monitor and provide energy efficiency optimization. To do this, indicators suitable for measuring energy efficiency needed to be developed.

What

We identified the frameworks on energy efficiency at national level in Norway, explored international energy efficiency indicators already being implemented, evaluated the quality, advantages, disadvantages, and limitations of the indicators we developed.

How

We reviewed documents from International Energy Agency (IEA) and municipality reports and collected data from Statistics Norway (SSB). We also had direct communication with the Norwegian Water Resources and Energy Directorate (NVE), and stakeholder engagement with energy suppliers (NEAS, Mellom). The document review provided insights into existing frameworks and initiatives, while SSB data offered demographic and economic indicators. Communication with NVE facilitated information on ongoing indicator development, and meetings with energy suppliers yielded detailed energy

consumption data. Additionally, email correspondence was utilized to gather further insights.

Results

The results from the research proposed 44 general indicators that can be measured in the residential, service, transport, and industry sector at the municipality level. Most of these indicators have no available data, and 15 of the indicators were considered most relevant. We also included a list of energy efficiency indicators that has been adopted in other European countries and effective strategies and initiatives that could be implemented at municipality level.

Impacts

We successfully produced a report with a list of indicators and presented our findings to the energy department in Møre and Romsdal County Council.

Our major challenge was getting access to available data from different network suppliers, other municipalities, NVE and international energy organizations. We also encountered challenges with defining how to measure these indicators as we did not have the technical knowledge on energy data collection.

Future recommendations

While we have made progress in developing energy efficiency indicators for Kristiansund, there is still work to be done to ensure their successful implementation. Adopting a proactive approach to data collection, monitoring, and evaluation, will increase our ability to measure and improve energy efficiency outcomes, ultimately contributing to a more sustainable future for Kristiansund municipality.

4.8 OECD Circularity

Project dates: November 2023 – February 2024

Project owners: Møre and Romsdal County Council

Solveig Stornes (Project Manager Sustainability and Circular Economy)

solveig.stornes@mrfylke.no

Ingrid Hansgaard Gjelsvik (International Advisor)

ingrid.gjelsvik@mrfylke.no



Project leader



Mo Zijlmans
mozijlmans@live.nl

Project members



Julia Volchkova



Maria Victoria Silva

Why

Norway's circularity rate is currently at 2.4%, while the global average is 8.6%. Møre and Romsdal, aiming to be a sustainability leader, collaborates with the OECD to map and report conditions for circular transitions. The goal is to produce practical guidelines for circular transition in the region.

What

Key actions in the project were: conducting a survey on circularity in the region (done by the county team), coordinating group interviews with key actors in the region in collaboration with the OECD, and producing a report with recommendations with practical guidelines for circular transition in the county. We, interns, were involved mapping the relevant key actors and providing input on the OECD report. Next to that, we assisted in writing a project proposal for material flow analysis funding from "Klimasats". Lastly, we developed a local circular economy project proposal in Kristiansund municipality, which received positive feedback and interest.

How

The mapping of the key actors that were relevant to include in the circularity policy dialogues was done in themes. For each theme, we tried to include actors from both the private and the public sector, and from both small-scale and large-scale organizations/companies.

Results

The OECD team is still working on the report, which is expected to be published before summer. However, interesting findings have already emerged from the circularity policy dialogues. Challenges faced by the region include a lack of urgency for circularity, demographic factors, a growing economy with high living standards, substantial waste per inhabitant, logistics issues, and a negative energy balance. Recommendations from the OECD so far are: 1. People: Enhance circular skills and build capacity. 2. Regulation/Policy: Drive change through policy measures. 3. Cities: create industrial symbiosis hubs that act as centers of excellence for circularity.

Impacts

The team in Møre and Romsdal performed some great policy dialogues, providing input for the OECD and the local community. This international collaboration raised awareness and emphasized the urgency of circularity in the county. Also, the anticipated spin-off projects in the coming years are a very positive impact!

At the same time, it was challenging to involve relevant key actors in the policy dialogues. It was not possible to involve every relevant actor, and the selection made aimed to be relevant and representative. Another challenge was the collaboration with the OECD, a large organization that also has many other projects to work on. The delay in the delivery of the report was thus expected.

Future recommendations

Taking the project forward, it is still important to provide feedback and input on the report the OECD is currently writing for Møre and Romsdal. Next to that, we hope our local

Kristiansund circularity project proposal gains traction and continues. This proposal can be found in the appendices or by reaching out to one of us.

4.9 SDG Reporting

Project dates: November 2024 – February 2024

Project owners: United Cities

Samah Elsaadi (CSO United Cities)

samah.elsaadi@unitedcities.net



Project members



Martin Jørgensen
martin.kleiven.jorgensen@gmail.com



Andres Mendez
andres899@outlook.com

Why

Though the practical implications of the new Corporate Sustainability Reporting Directive are still a bit uncertain, the new directive will require time and resources for businesses to follow. Given the complexity of this directive, United Cities wanted advise on how their and KPIs related to sustainable development in cities could help businesses follow the CSRD and report under the EU Taxonomy regulations. The aim of this project was to make it easier for municipalities and businesses to find and understand definitions of KPIs related to sustainable development, which Sustainable Development Goals these KPIs promote and how they relate to the EU taxonomy.

What

Our main task in the project has been to help United Cities create a large excel spreadsheet with definitions of KPIS from different indicator sets (U4SCC, SDGs, UNESCO).

We have mainly done this through:

1. Providing and simplifying the definitions of these KPIs.
2. Classifying the KPIs according to which SDGs they relate to and describing how they relate to the EU and SSB Taxonomy.
3. Finding new KPIs related to culture and social sustainability and define and classify these.

How

To do so, we have analysed a range of different indicators sets to provide simple definitions of and easy-to-follow instructions on how to measure different KPIs.

Results

United Cities is still working on this spreadsheet to identify the links between their dataset and what businesses must report on according to the CSRD.

Impacts

Challenges: Defining, classifying the KPIs and identifying the links between the spreadsheet and the CSRD is a time-consuming process.

Future recommendations

It is necessary to continue working to identify how the spreadsheet and how it could benefit businesses that need to follow the CSRD. Additionally, stakeholder engagement could be crucial to better understand what sort of help they need to follow the directive and how the spreadsheet could be of benefit to them.

4.10 Social Sustainability

Project dates: November 2023 – February 2024

Project owners: Kristiansund Municipality

Bjarte Bye Løfaldli (Researcher)

bjarte.bye.lofaldli@kristiansund.kommune.no



Project leader



Martin Jørgensen
martin.kleiven.jorgensen@gmail.com

Project members



Mo Zijlmans



Nadia Helseth



Andres Mendez



Rosemary Aghedo



Maria Victoria Silva

Why

There has increasingly been a focus on how to measure sustainability in practice, particularly environmental and economic sustainability. However, how to measure social sustainability has not received the same amount of attention. Against the backdrop of this, Kristiansund Municipality has established a project with the aim of establishing a benchmark for measuring progress towards different aspects of social sustainability. More specifically, the municipality seeks to find suitable KPIs to measure its progress towards social sustainability. Kristiansund municipality asked us from Campus Kristiansund Internship Program to help them out in this process. Through this the municipality aims to get a better understanding of the mechanisms and connection between the three pillars of sustainability in the municipality's work.

What and How

To find and collect indicators on social sustainability we have mostly relied on document analysis and literature review. For instance, we have gone through various datasets, including SSB and Folkehelseinstituttet to examine whether these indicators can be measured with data that is available to Kristiansund Municipality. We have also gone through Kristiansund's city masterplan to get a better understanding of Kristiansund's current approach to social sustainability.

Results

Created a provisional excel spreadsheet with indicators looking at different aspects of social sustainability, such as education, health, culture, equality, social integration, etc. Established KPIs for culture and established whether there is data on them.

Impacts

The two biggest challenges we have faced have been the short timeframe of the project and finding indicators that are relevant and adaptable to the Kristiansund context.

Future recommendations

To continue the work further, we recommend focusing on the following points:

- There is need for further work to understand which indicators that are relevant for Kristiansund municipality with clear definitions of these indicators and how to measure these.
- Categorize these indicators into different aspects of social sustainability (e.g., health, education, inclusion etc.), with clear definitions of these indicators and how to measure them.
- Continue assessing how these indicators are tied to economic and environmental sustainability.

4.11 Sustainability Competence for Corporate Lending



Project dates: February 2024 – May 2024

Project owners: Sparebank 1 Nordmøre
Solfrid Holm Elgenes (Sustainability Advisor)

solfrid.holm.elgenes@bank.no

Project leader



Maria Victoria Silva
vsilvaevje@gmail.com

Project members



Veronika Priakhina



Nadia Silvestri Helseth

Why

This project aimed to build competence on relevant sustainability legislation, standards, and best practices within various industries, to ensure that corporate advisers in Sparebank1 Nordmøre are well equipped to provide good advice to companies on sustainability matters.

What

Three industries in which many of the bank's customers operate have been investigated: Real estate, aquaculture and fisheries, and agriculture.

Our first focus was developing a framework for systemizing the requested knowledge, with basis in the real estate industry. The idea was that this would serve as a common framework for all industries. Through research we created an overview of relevant information in a Microsoft Excel spreadsheet and elaborated the most important parts in a Microsoft Word document.

When both us and the bank were satisfied with the proposed framework, consisting of one Excel document and one Word document per industry, we continued the mapping process

for the remaining industries. This work largely consisted of identifying and reading up on legislation, discussing what is most relevant for the bank, and systemizing it in the framework. We also developed a reader's guide explaining our process with developing the documents. Lastly, we assisted in designing concrete learning goals for corporate advisers based on the accumulated information.

How

The work process has consisted of both individual research and team efforts through frequent meetings with bank stakeholders, both digitally and in their offices.

Results

Our final deliveries included concrete learning goals for building competence on sustainability. These were accompanied by four sets of documents, covering the three chosen industries as well as sector-wide information, which will serve as a knowledge bank for bank employees.

Impacts

Our work has helped create a knowledge base and learning goals which will be used to design competence building programs for corporate advisers, thus fulfilling the project objectives.

An initial challenge was to define our final project delivery, but this became clearer to us after spending time developing the framework for industry mapping. Overall, we are left with an experience of a highly professional partnership characterized by room for good discussions and a sense of ownership to the project.

Future recommendations

Although we have mapped the knowledge, the project's next step is crucial for putting it into practice and achieving the goal of better sustainability competence among corporate advisers. Internal cooperation in the bank will be essential to create engagement and commitment to the project and ensure long-term competence development.

4.12 Upcycling

Project dates: November 2023 – November 2024

Project owners: Kristiansund Municipality

Bjarte Bye Løfaldli (Researcher)

Bjarte.Bye.Lofaldli@kristiansund.kommune.no



Project leader



Andres Mendez
andres899@outlook.com

Project members



Julia Volchkova



Martin Jørgensen



Nadia Silvestri Helseth

Why

The opening of Campus Kristiansund has highlighted a need for a solution solving the reuse of old furniture for moving tenants and the reuse of building materials. Since the city of Kristiansund and Nordmøre lacks a circular alternative to handle the reuse of both materials, the project aims to be operational in this area. The objectives included the creation of a network of local actors to play an important role in the project, by adding resources (either financial or time), and the sharing of knowledge and best practices. The stakeholders of this project included the members of the network, namely Varde AS, NEAS, Møre and Romsdal County Council, Høgskolen i Molde, Campus Kristiansund, and FG Eiendom.

The role of the stakeholders was mostly supporting, but because of the network meetings, several inputs were taken from them to take decisions in line with the objectives, capabilities, and resources of the stakeholders.

What

Work started in the developing of the concept creation. This step first started with the mapping of relevant stakeholders at a local and national level. This involved a search for organizations that were either private or public, focused on upcycling of furniture and building materials at a national level. The aim was to gather information about how to establish a project that upcycles furniture and building materials, and to maintain contact

to later decide which level of involvement they were to have in the future. After gathering such information, the concept was decided to include stakeholder involvement in three levels. The first level was to include the close partners, that, as mentioned before, were going to be involved in the network directly and have input and direct responsibilities. The second level was to be involved in the network for knowledge sharing and raising awareness, and the third level was to be resources that can be used to request information regarding operationalization of certain activities.

How

We worked under the supervision of the project manager, by creating our proposals on our own, and then present them for approval. The end decision of the concept, network, and stakeholder placement was approved by the project manager with posterior modifications to what we had delivered. Tasks inside the team were handled in a teamwork manner, as well as individually assigned.

Results

The network establishment and creation via the first workshop hosted, and the concept development for the project.

Impacts

The first challenge encountered was how to create the concept and what it will entail. Hopefully, all the contacted entities were resourceful and with their input the project was able to design the concept considering the resources and stakeholders available.

Future recommendations

The team believes the project requires a human resource working on the project to keep the work on continuation after the internship is completed. As well, more information on the internal structures of the municipality and different departments at the time, would have made the process of concept development quicker.

5.0 Extra Activities

Green Bridges

Green Bridges 1.0 – Event

The original Green Bridges event was aimed to catalyze positive change in Kristiansund by advancing the United Nations Sustainable Development Goals (SDGs). To achieve this, collaboration needed to be fostered by involving local stakeholders, the private and public sector, and civil society. Our primary goal was to engage the Kristiansund community with fact-based knowledge and enhance SDG efforts in areas currently falling below target values, and to create an arena for knowledge sharing which can be tapped into at later moments in time. The event hosted eleven speakers from different organizations such as United Cities, Kristiansund Kommune, Møre og Romsdal Fylkeskommune, UN Global Compact, Sparebank1, SEBAN, FG Eiendom, Matjungelen project, Varde, Oceanfront and NEAS.

The goals of this event were to:

- Enhance the understanding of sustainability in the region through data-driven knowledge on best practices as well as challenges and opportunities for improvement and encourage discussions on how to solve these issues.
- Facilitate cooperation and innovation among inhabitants and stakeholders.
- Inspire and empower event participants to take proactive steps in promoting sustainability within their local communities, utilizing the knowledge and motivation gained from the event to initiate impactful projects and initiatives.
- Initiate a continuous process on knowledge sharing for local businesses.

Green Bridges 2.0 – End conference

The aim of this second event is to continue sharing the progress on the different sustainability projects that we have been a part of during the internship period. This strengthens the cooperation between the parties and secure continuation of the projects in the region. The keynote speakers of this event were Arne Ingebrigtsen and Bjarte Bye Løfaldli from Kristiansund Municipality, Solveig Stornes from Møre and Romsdal County

Council and, Trond Rusten and Pernille Celine Engdahl from Bane NOR Eiendom and Kruse Larsen.

The event started with an introduction from Kjell Neergaard (mayor of Kristiansund), Solfrid Elgenes (Sparebank1 Nordmøre) and, Kristin Wiik and Hanne Vikene Nedal (NEAS). It was followed by presentations of local, regional, and international projects as well as with the "Greenovation-messe" as a form of active networking.

MatVinn

The original MatVinn-project was initiated by the cohort of 2022/2023 with the aim of reducing food waste by setting up a free fridge-concept for surplus food from local stores and restaurants. Although the project was discontinued after their departure, we were truly inspired by these efforts. As such, Martin, Mo, Julia and Victoria took on the task of examining ways of developing and sustaining the concept in the future. Our vision entailed integrating a food-sharing system in Campus Kristiansund that would be continuously managed after our departure.

In the initial phase we mapped similar initiatives in Kristiansund and other places in Norway to explore potential collaborations and existing knowledge. Around the same time, we were fittingly enough approached by the Kristiansund volunteer center who asked whether we could help in their seasonal food- and resource sharing concept store around Christmas time. Mo and Victoria spent some hours assisting and were inspired by potential ways of coordinating such a concept.

Our team developed a project proposal and presented our ideas to the manager of Campus Kristiansund, Trond Rusten, who was positive about the concept. However, we learnt that Compass Group, the company contracted to deliver food services at Campus over the next years, already has well-established systems in place for measuring and minimizing food waste. We were happy to learn this, and due to commitments in several other projects, we decided not to invest fully in the continuation of MatVinn. Nevertheless, we still believe that there is great potential for more initiatives and collaborations with

regards to sharing food and resources in Kristiansund, and hope to see more of this in the near future.

Opplyst

As a part of Citizen Lab pre-activities, we were invited to co-host an evening of the concept "Opplyst", initiated by Signe Sefland from Campus Kristiansund. The purpose of Opplyst-evenings is to share knowledge and discuss matters of interest to the local population in a relaxed environment, as an alternative to the more formal workshop or conference.

Our event took place at Kulturfabrikken on May 14th, and the evening was centered around architecture and urban development in Kristiansund. A central question of discussion was how to create a city that is both attractive, sustainable, and simply wonderful to live in. Aiming to inspire through world-wide examples and knowledge, we had the honor to share the stage with Hans-Petter Bjørnådal from Bjørnådal Arkitektstudio in Kristiansund, Menno Cramer from the Netherlands who holds a PhD in neuroscience and architecture, and the acknowledged Finnish architect Marco Casagrande. From our side, Kwadwo, Andrés, Mo and Nadia contributed with PechaKucha-style presentations covering examples from their home regions; culturally inclusive planning examples from West Africa, inspirational city planning examples from South America, and examples of circular cities in the Netherlands. We concluded the evening by engaging with the audience to discuss whether some of the insights presented could be applicable to explore in Kristiansund.

Vindel Kompetansefrokost

During the internship we have actively collaborated with Vindel, with whom we share the fifth floor of Campus F13. Vindel is an innovation company that offers expertise, networks, tools and a development environment to entrepreneurs and established companies in Nordmøre. We participated in their Competence Breakfasts (Kompetansefrokost) on several occasions, both as guests and speakers. This is a concept in the form of a series of events where businesses in their network are invited. As speakers we had the

opportunity to present projects such as UpCycling and CREST. Our aim was to spread awareness about the projects going on locally and bring our know-how to the table by talking about the topics our projects tackle. But it was not just about showing off our work – we wanted to get more people involved and excited about working together to make Kristiansund more circular, accessible, and resilient for everyone. Whether it was chatting about setting up a reuse center, making the city ready for climate change, or fixing transportation inconveniences, we were all about getting everyone on board, sharing what we know, and getting things done together.

Conferences and Events

Throughout the year, we had the opportunity to attend a wide range of conferences spanning various topics and places.

In January, most of us travelled to Trondheim to attend the Net Zero Energy and Prosperity Conference, a grand event which was co-hosted by the United Cities team at the renowned Britannia hotel. We had the pleasure of organizing a workshop together with the UN Students Trondheim and Corey Glickman, award-winning author and designer with a passion for sustainability, who travelled from the US to provide his expertise. The workshop was part of the conference program, with the aim of sparking discussion around “Green Industrial Cities”. After the conference we witnessed the prestigious Energy Globe Awards, where nominees representing ground-breaking sustainability initiatives from around the world passionately presented their projects. It was a truly inspiring day, and exciting to witness Trondheim being placed as the center of the global sustainability discussion.

In March, KNN and Kruse Larsen hosted a series of workshops across Nordmøre, addressing the challenges with recruiting enough labor force and critical expertise to the region. The events were aimed at leaders from the local business community, and Veronika and Victoria got the opportunity to join the workshop in Kristiansund as representatives of the Internship Program. Here, they got the chance to present the

competence within our team and express our wish to stay in the region if given the chance.

In May, Rose and Victoria took a day trip to Ålesund to participate in the Northwest conference. The theme of this day was how social inequality and alienation threatens the region's values and competitiveness, and ways of combating these issues. It was a day full of thought-provoking lectures and conversations with both familiar faces and new connections.

Work Visits

During the internship, we made several work visits to organizations and businesses within Kristiansund.

Our visit to OceanFront involved discussions on how to foster stakeholder collaboration between the public and private sector on sustainability issues. We suggested how sustainability can be introduced in different aspects of their recycling operations and how we can use our skills and experience in project management, data driven research, and community engagement to supplement their sustainability and organizational objectives.

We also visited the CEO of Kristiansund and some of the heads of municipality affairs (kommunalsjefer). We presented ourselves and our backgrounds including projects we have carried out in Kristiansund so far to improve social sustainability initiatives. The goal of the meeting was to establish our competence as young people eager to contribute to Kristiansund and relevance of the internship program to achieving long term sustainability goals.

Media Appearances

On October 22nd, 2023, Mo, Nadia, Andrés and Burak made an appearance in the local newspaper Tidens Krav after visiting their headquarter in the city center. The published article showcased the internship program and served as promotion of the Green Bridges-

event we hosted in November, as we aimed to reach potentially interested businesses and citizens.

Soon after, Andrés and Victoria attended an interview with the local radio station named KSU 24/7. The purpose was to further promote the Green Bridges-event as well as the program. Our representatives were interviewed live about their experiences of Kristiansund city, what we are working with, and how we wish to contribute to the city. Impressively, almost the entire interview was conducted in Norwegian.

Our radio adventures did not stop there. In February 2024, Mo, Kwadwo and Victoria guested NRK Møre og Romsdal's evening broadcast. This time, the main purpose was to showcase ourselves and the competence we represent, as we more actively began to search for opportunities after the end of the internship program.