

D.4.2.1

Concept and Implementation of Co-creation workshops

Methodology

Proposal Models

Biz-up
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Table of content

1.	Introduction	4
2.	Procedure models.....	4
2.1.	Identify issues and clarify content.....	5
2.2.	Identify keyplayers and address them	5
2.3.	Name risk of „non-governance“ concerning issue and content.....	6
2.4.	Formulate common principles for a „Governance Arrangement“	7
2.5.	Work out strategic project targets.....	7
2.6.	Determine time frame for the „Governance Arrangement“	8
2.7.	Draft a concept of context and self-guidance	9
2.8.	Structure of „Governance Arrangement“	10
2.9.	Determine processes for governance	10
2.10.	Work out chain of effects.....	10
2.11.	Implement „Governance“	12
2.12.	Activate required resources (money & support).....	13
2.13.	Put partnership treaty („pact“ =“ governance agreement“) in writing	13
2.14.	Present „pact“ media-effectively	13

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1. Introduction

This „concept- handbook“ is to get an initial idea of how to start a process of „public participation“ and what to take into consideration. You will find suggestions for planning workshops which have proven successful in praxis and should inspire you in planning and organizing co-creation workshops not only within the frame of the project GoDanuBio but also in future processes of public participation. Nevertheless, there is no“ ideal“ process for public participation.

We take up an approach of our online workshop „GoDanuBio Participative Governance – A guidance for public participation“ of 30/11/2021 where we pointed out that for a successful governance process it is essential to develop a „Governance Agreement“ between all participants. In this handbook we will introduce a proven method „14 steps to develop governance“ which shows the single processes to develop a „Governance Agreement“.

A good preparation and initialisation of projects with public participation is critical for success. Professional order clarification is the basis of such a project. That is why you will find a selection of proven survey and analyses methods in the second half of the „concept-handbook“ to get all required information.

The concept should be a guideline for regions and municipalities to initiate and implement their own participative governance processes. It shows action-orientated proven procedure models to ensure effectiveness for more public participation.

2. Procedure models

Possible steps to develop governance for projects with public participation

The following procedure model seems to work in practice and is a good „blue print“. See all steps here in the overview:

1. Identify issues and clarify content
2. Identify key players and address them.
3. Name the risk of „non-governance“ concerning issue and content
4. Formulate common principles for a „Governance Arrangement“
5. Work out strategic project targets
6. Determine time frame for the „Governance Arrangement“

7. Draft a concept of context and self-guidance
8. Structure of „Governance Arrangement“
9. Determine processes for Governance
10. Work out chain of effects
11. Implement „Governance“
12. Activate required resources (money & support)
13. Put partnership treaty („pact“ = “governance agreement“) in writing
14. Present „pact“ media-effectively

What to take into consideration during the respective steps? Why is it relevant?

2.1. Identify issues and clarify content

First, you need a common issue to initiate a participative public participation process; you can also call it a common „topic“. The common topic is the key element. Practice shows: if the common topic gets lost, also governance arrangements get lost. If the topic changes, also governance arrangements have to be reconfigured.

Determining the topic at the beginning of the process helps to understand similarities and differences with other topics. This could be relevant in the case of losing attention of the keyplayers or of arising competition with other topics. Whenever this occurs governance arrangements have to be reconfigured. It is essential to develop a common vision.

2.2. Identify keyplayers and address them

Aim of this process is to identify the relevant keyplayers, address and enthuse them for the topic / the vision. In the past the method of choice has been to follow the „law of stability“ which means to find at least three keyplayers who can get along very well. The topic, however, influences the configuration of participation. Generally, there is one main keyplayer who represents the topic and establishes relationships with the other keyplayers.

Who are the keyplayers?

Keyplayers are those who fulfil essential functions in the society and are called societal functional systems. Important functional systems are economy, education, culture, religion, safety, legal system and others. Also politics are functional systems as they set the legal framework for other functional systems. Politics is also a functional system, but we have located it separately in the municipal level because it has the task of setting the framework conditions for the other functional systems. On municipal level politics of national and state government can be a relevant keyplayer if they help to find good decisions.

Bigger changes create new temporary functional systems, e.g. mobility, digitalization, sustainability and bio-economy where technological advance opens doors to new possibilities and avoids bad side effects.

Functional systems create organisations which could be addressed to participate, e.g. organisations of the economy like enterprises, business associations, business networks or clusters but also the chambers of commerce, educational institutions, business lawyers and many more form parts of this functional system. Also, organizations of other functional systems can be identified. Only through these organisations decisions can be made in functional systems.

2.3. Name risk of „non-governance“ concerning issue and content

In this process of configuration, it is helpful to ask yourself following questions:

- What happens if we do not agree on a „Governance Arrangement“
- What happens if we do nothing?
- What happens if we do not agree on common goals and means?
- What has to happen that our goal fails? What actually have all participants to do to make plans fail?
- How could things develop if we cannot agree on a common plan and partnership agreement?

At first sight, this might seem paradoxical. According to long experience, however, this leads to focus on success and the common „Case For Action“ for all participants is made clear. It is good to focus on that in an initial workshop and put it down in writing for all participants. The result can be documented in a partnership agreement as it supports the goal of the „Governance Arrangement“.

2.4. Formulate common principles for a „Governance Arrangement“

It needs exchange and mutual understanding of all participants concerning common principles and rules of cooperation to create those characteristics and functions of governance which are essential for success. It is recommended to start at an early process stage to work them out and put them down in writing in a partnership agreement as well a checking regularly if there is compliance.

2.5. Work out strategic project targets

Essential for successful projects is to find and work out strategic targets (WHAT) at an early stage and put them down in writing and communicate them. Of course, there are different ways to achieve the targets so there will be different opinions among participants on how to achieve the goal (HOW). This might cause conflicts. This also applies to on which measures should be taken (WHICH).

As strategic targets /positions (WHAT), measures (WHICH) and ways (HOW) have a circular effect it is recommendable to work out strategic targets but also common ways and measures on how to achieve the goals and fix it in writing in the partnership agreement.

Following workshops, for example, have proven successful:

- Planning workshop
- Future conference
- Appreciative Inquiry
- Planning for real
- Real Time Strategic Change (RTSC)

In a first step strategic targets, ways and measures for a project with public participation could be worked out in a small group, e.g. supervisory group.

For description of mentioned workshops and other helpful information please find links in document GoDanuBio_WPT4_D.T4.2.1 Concept and Implemenation of Co-Creation WS_Plan Participation Processes Successfully_v2.pdf

Advice and guidance on workshop formats to develop strategic goals and ways to address the concern can be found on the internet and in the table below:

Planning workshop	The Purpose-To-Practice (P2P) format of the Liberating Structures mentioned above is recommended. You can find a description here: https://www.liberatingstructures.com/33-purpose-to-practice-p2p/
Future conference	Future Search: https://futuresearch.net Additional methods can be found at „Public Engagement Methods and Tools“ www.engage2020.eu or Future Panel at Future Workshop: https://www.involve.org.uk/resources/methods/future-workshop
Appreciative Inquiry	https://www.involve.org.uk/resources/methods/appreciative-inquiry
Planning for real	https://www.involve.org.uk/resources/methods/planning-real
Real Time Strategic Change (RTSC)	http://www.realtimestrategicchange.com/six-principles/ and https://www.largescaleinterventions.com/english%20version/methods%20RTSC.htm

2.6. Determine time frame for the „Governance Arrangement“

Successful cooperation needs commitment of all participants; for a minimum period required of 10 months, max. 7 years.

It is essential to work out a process and control architecture which is integrated into the participation process and partnership agreement.

Example for a control architecture for several meetings

Process			Role	Months									
				1	2	3	4	5	6	7	8	9	10
Several Meetings	1.	Control	Core Team	X	X	X	X	X	X	X	X	X	X
	2.	Platform Meeting	Dialogue-Platform Participant			X			X			X	

3.	Experts/ Development	Developer and Experts		X		X	X		X	X		X
4.	Select and Define Projects	Project Teams		X	X	X		X	X		X	X
5.	Implementation	Projects				X	X	X	X	X	X	X
6.	Monitoring / Evaluation	Core Team	X			X			X			X
7.	Decision	Municipal Council	X			X			X			X
8.	Communication	Communications and Public Relations Division		X	X			X	X		X	X
<i>Example for a 10- month process architecture according to GoDanuBio's timeframe. For shorter periods (<12 months) planning on a weekly basis is recommended</i>												

There are good experiences with developing a process architecture from the perspective of a so called „Theater Metapher“ because you need a good „Script Competence“. Developing a good process architecture is more or less like developing a „script “. What is the title of the play? Which players play certain roles (see table „Roles“)? for a successful production? In how many acts can the production be structured (process stages 1.-8.)? How should the stage design (meeting places) look like? How is the staging of the play? Will the audience like it? Who is directing? Who is responsible for the script? How do all players get to know the script?

2.7. Draft a concept of context and self-guidance

This means: define and establish success criteria and monitoring.

In a Governance Arrangement partners are context givers and context takers who interact mutually. The context giver leads the context taker with the context offer and in the other direction the context taker leads the context giver and the context itself.

The mutual dynamic is controlled by the definition of success criteria which is the common monitoring. It has to be defined who controls and assesses what in a certain period of time.

2.8. Structure of „Governance Arrangement“

In this step roles and meetings are reflected and common decision are made on which structures will be needed to implement the project and which structures are congruent with the process and control architecture.

These structures are...

- the „General Meeting“ of all participants
- the supervisory group
- the experts
- a lean management (Governance), e.g. a branch office or coordinating office
- support (provided by the partners themselves or external support), e.g. IT-support, graphics and printing, telephone services, hosting of a website

2.9. Determine processes for governance

Finally, after defining goals, ways and measures, roles, meetings and rules for cooperation it is time to define the processes required to control and implement the project. The aim is to find relevant routines for the implementation of the project.

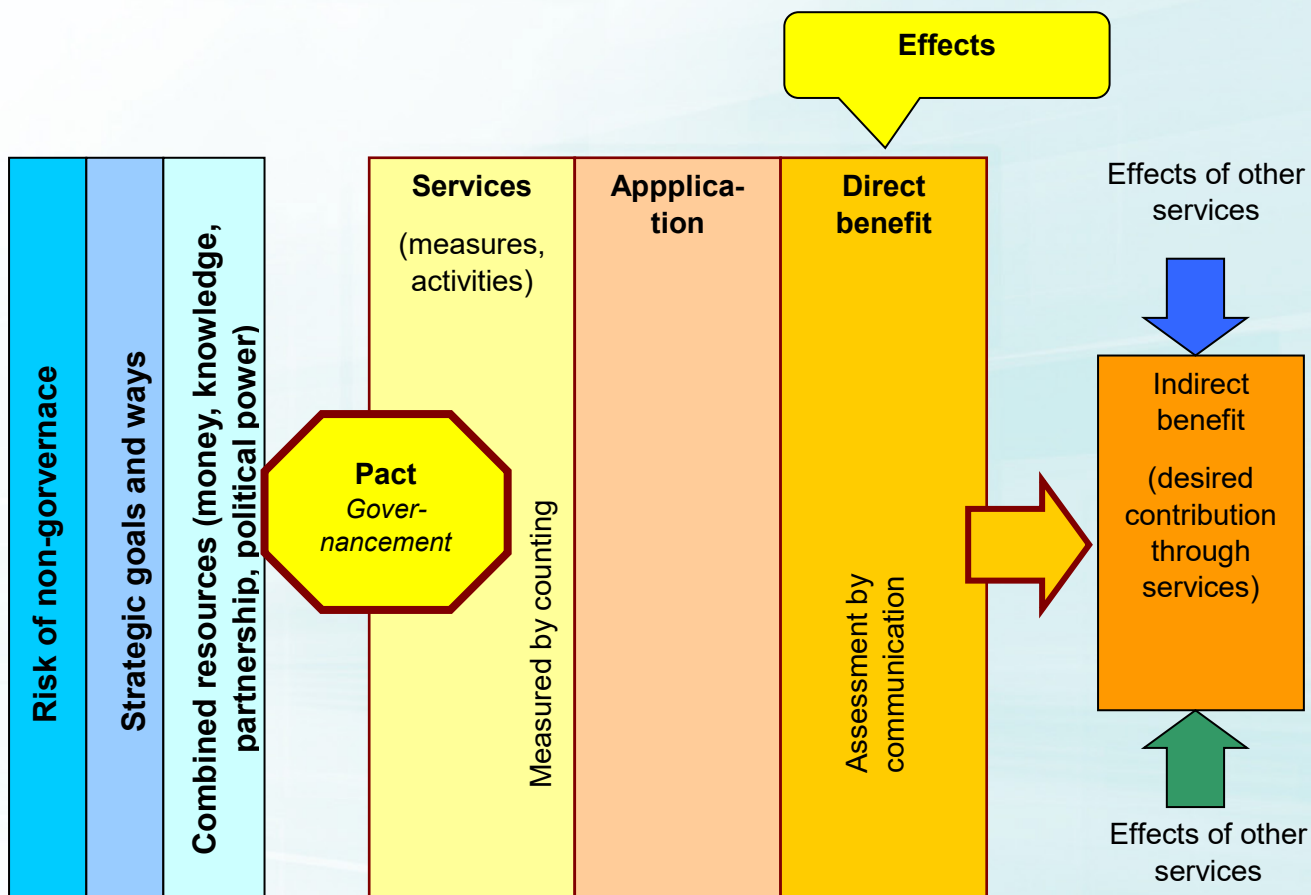
Some examples are:

- Strategic monitoring (semi-annual or annual monitoring)
- Project selection or project finding
- Processes which show how support can be provided or used
- Project planning and control processes
- Learning processes , e.g. reflexion, „LessonsLearnt“-sessions, retrospectives.

2.10. Work out chain of effects

The aim is to find common success criteria for assessing the project and for monitoring and finally for the evaluation (see chapter [2.7. Draft a concept of context and self-guidance](#))

Example for visualisation of a chain of effects:



In the table you will find an example of how we applied a chain of effects in one of our projects.

Chain of effects for project **Sustainable Lifestyle as Habitus**

Services/ Activities Which key activities or services are required?	Application To which extent do we use services / activities? It is about QUANTITY. Those who use are the users.	Direct benefit Which direct benefit do users get from using? It is about QUALITY. The effect must be clearly verified	Indirect benefit What are services and use contributing to? These are the effects which cannot be verified clearly.
Establishment of „Community of Practice“ (CoP) to develop a sustainable lifestyle	CoPs are established in 3 regions Approx.200 participants CoPs are formed of approx. 5 education partners	Many participants are role models for a sustainable lifestyle as persons and in their jobs (institutions)-mimetic principle Educational partners have the competence (concerning sustainable lifestyle) to be competent partners for persons, civil-society establishments,enterprises and institutions	The base for a sustainable lifestyle is as a mainstream divided into three regions (mobility, land usage, food, energy use) Sustainable lifestyle as habitus has become common topic in the media (consulting, concepts, case examples, role models, etc.)
It is recommended to collect activities/services and cluster them if there are so many	All statements in this field must be countable which means, they are simple but important (for investors or customers)	Statements in this field are not simple anymore	Statements in this field are complex

2.11. Implement „Governance“

Governance stands for an effective control (management) in a governance-context. It is the development of an operating model as well as the implementation of the model.

2.12. Activate required resources (money & support)

This requires the formulation of project applications to finance projects, applying for funding as well as all support mentioned in chapter [2.8. Structure of „Governance Arrangement“](#)

2.13. Put partnership treaty („pact“ =“ governance agreement“) in writing

The partnership treaty should be in writing and signed by all participants.

2.14. Present „pact“ media-effectively

Develop a communication strategy and decide on...

- Which messages you want to communicate?
- Which channels of communication you want to use (internet, social media, press, radio, TV, newspapers and special magazines, association magazines,etc.)?
- When you want to communicate?
- Which target groups you want to reach?

Good communication is a critical success factor in participation processes.

With this „roadmap“ you will achieve a perfect partnership agreement with all necessary information at the end of the process which will initiate and lead your project with public participation through to success.