

D.4.2.1

Concept and Implementation of Co-creation workshops

Methodology

Plan Participation Processes Successfully



Biz-up
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1. Introduction

A bunch of thirty co-creation workshops on participative governance are planned within AT4.2 (Co-creation of innovative pilot projects in the field of circular bioeconomy). A minimum of three workshops will be organized in the following countries / regions: Baden-Württemberg, Bulgaria, Croatia, Czech Republic, Hungary, Romania, Serbia, Slovakia, Slovenia and Upper Austria.

The main goal that should drive the conception and implementation of the workshops is to enhance the culture of participative governance within the Danube macro-region and to contribute so far to the Priority Area 10 (“Institutional capacities and Cooperation”) of the EUSDR¹. The topics of the workshops should address thematically at least one of the following issues:

- Co-creation activities to diminish the effects of demographic change
- Co-creation activities to strengthen the multi-level governance of the participating countries / regions
- Fostering sustainable rural development with stakeholders
- Fostering urban-rural interactions with stakeholders
- Fostering skills development of regional / local administration in bioeconomy-related topics
- Engagement with local / regional administration towards the bioeconomy transition
- Fostering the bioeconomisation of regions and municipalities

Organisators should adopt at least one of following approaches:

- i) Plan the three workshops as sequenced events related with the same topic (e.g. bio-waste management in municipalities and communes)
- ii) Diversify them thematically depending on the regional / local specificities (e.g. 1st on biological transformation, 2nd on civil awareness of the bioeconomy, and 3rd one about involvement of municipalities in the bioeconomy transition).

It is **strongly recommended** to capitalise already existing initiatives and critical mass developed through previous and ongoing EU-funded projects. In this sense it is advisable to team-up with e.g.:

- [BIOEASTsUp related National Platforms and BIOHubs](#)
- Following regions: Stara Zagora (Bulgaria), South Bohemia (Czech Republic), Southern Great Plain (Hungary), Nitra (Slovakia), and Covasna and Sud Muntenia (Romania); review chapter 3 of DT3.1.1. (Regional Policy Agendas) for detail on potential synergies
- With national / regional bioeconomy clusters, in case existing
- With GoDanuBio associated strategic partners such as ICLEI and Stadt Sigmaringen (Baden-Württemberg), Healthy cities of Czech Republic (CZ), Provincial Secretariat for regional development, interregional cooperation and local self-government (Serbia), Association of towns and communities of Slovakia (SK), Association of communes of Romania (RO), and EUREGIO Bayerischer Wald (Upper Austria)

¹[EU Strategy for the Danube Region](#); last accessed 11/02/2022

The methodology described in the following pages and in the second part of the deliverable (“Proposal Models”; not enclosed in this document) is helpful for an extensive planning of mid- and long-term activities on participative governance. Some tools and resources can be used separately for the purpose of the co-creation workshops, while others can be useful for municipalities and regional administration to start new processes or boost ongoing ones with a view to a long-term approach.

At the end of the journey good practices from thirty co-creation workshops should contribute to Output reports T4.3 (Action Plan for Rural Development) and T4.4 (Opportunities for Rural Development). The first one highlighting enhanced capacities and skills development at the personnel / organizational level, as well as remarkable regional impacts. The second one should earmark notable initiatives unveiled by the workshops, those ones with higher innovation potential to tackle demographic change and empower lively rural areas.

2. How to plan participation processes?

At the beginning of a project with public participation, the mandate should be clarified. A good mission check determines success or failure of a project. Experience shows that one third of success is usually due to a good mission check.

Different techniques for data collection and analysis have proved successful. Please find ten of the most successful methods here².

3. Data Collection

The following techniques can be applied for the data collection in co-creation workshops if the topic is new and you want to approach the circumstances and opinions of the people involved in a first step. Through these techniques, one gets an overview of the topic and the viewpoints of the individual positions.

Method	Document Analysis
Targets	Get familiar with subject specific issues; check acceptance for project planning
Participants	2 to 4 investigators
Duration	Up to 6 weeks depending on questions, analysis and documentation
Costs	Depending on duration and workload

²*Methodenhandbuch Bürgerbeteiligung – Band 1 – Beteiligungsprozesse erfolgreich planen; P. Patze-Diordiychuk, J. Smettan, P. Renner; T. Föhr (Hrsg.); Oekom Verlag; 2017*

Process phases	<ol style="list-style-type: none">1. Work out questions2. Choose method of analysis3. Choose documents and describe them4. Choose analysis grid5. Check contents6. Validate results
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Method	Explorative Interviews
Targets	Generate deep inside information concerning current questions, problems, conflicts or tensions; work out details and special features
Participants	One participant but several successive participants recommended; up to 10-20, depending on questions
Duration	Varies – from 30 to 180 minutes
Costs	Costs for interview conception and interview itself The person interviewed does not receive any expense allowance; conception and interview could be funded by own resources or could be outsourced
Process phases	<ol style="list-style-type: none"> 1. Collect topics 2. Structure interview guideline 3. Train interviewer 4. Choose interview participants 5. Interview and record it 6. Evaluation 7. Documentation / present results
Suggestion	<p>This method is at best when there is no clear outline and you want to check out first things. Experience shows that relevant topics and requirements work out on their own during the process.</p> <p>If you do not have any experience in the field of participatory governance, public participation, citizen participation, this method is suitable. You can also use this method if you want to enter a new topic in a targeted way, e.g. bioeconomy, digital public participation, sustainability at the municipal level, etc.</p>

Method	Field Observation
Targets	Systematic and objective analysis of social interaction; collect data for project planning
Participants	Number of participants in supervision or number of social interactions, additionally 1-3 supervisors
Duration	One day up to several weeks depending on the amount and extent of investigation
Costs	Depending on the amount and extent of investigation; financed by internal resources or external supervision (one to three daily rates per supervision)
Process phases	<ol style="list-style-type: none"> 1. Preparation (prepare and collect field information) 2. Initial phase (making contact in field) 3. Exploration phase (monitoring) 4. Draft phase (evaluate data and interpret it) 5. Documentation, presentation and –if necessary- formation of hypotheses

Suggestion	Apart from gaining information of a new field, this method also offers opportunity to learn e.g. from monitoring an event with public participation in the neighbourhood. It also applies to investigate new fields of action or find new stakeholders and / or helps to find a new “outside“ perspective concerning your own actions.
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Method	Written Survey
Targets	<ul style="list-style-type: none"> - Data collection concerning opinions, general attitudes and behaviour of people - Evaluation of measures
Participants	Depending on target and scale of survey, participants should range between hundred and thousands
Duration	Depending on target, scale and resources of survey; several weeks up to months
Costs	Depending on how many people are interviewed and on the length of the questionnaire; about 10 per 500 questionnaires
Process phases	<ol style="list-style-type: none"> 1. Specification of survey target 2. Development and test of questionnaire 3. Drawing of sample 4. Dispatch and follow-up 5. Data collection, cleansing and control 6. Data analysis 7. Presentation of results
Suggestion	Costs and benefits must be carefully weighed; written survey should be part of a process and control architecture, not a single isolated part.

Method	Target Setting Workshops
Targets	Find and formulate precisely common group targets out of vague single person targets
Participants	All persons affected should be represented; limited to 30-40 persons
Duration	One and a half day up to two days
Costs	Depending on room rent, presentation material (flipcharts, common presentation equipment) and group organisation; Carried out by internal resources if experience in moderation is available or by external coaches (two to four daily rates)
Process phases	<ol style="list-style-type: none"> 1. Before workshop starts: preparation, invitation 2. Get to know each other and find out topics 3. Clarification and check of targets 4. Work out ideas for project planning and knowledge transfer
Suggestion	Very useful method to initiate a project with public participation to clarify targets and make them transparent. If there is enough experience and competence with moderation it could be carried out by internal resources. However, it is essential to define precisely the role of moderator and initiator. Therefore, independent external moderation is suggested.

4. Analysis techniques

The following methods of analysis are applied with varying intensity depending on the complexity of the task and the topic. The problems dealt with are illuminated, the opportunities made visible to all through participative governance and the risks minimised as a result. Furthermore, all relevant persons are now involved in the topic.

Method	Risk Analysis
Targets	Avoiding and reducing (risk mitigation) of project risks and identifying or extending project chances
Participants	Depending on method 4 to 100 persons
Duration	Depending on method 2 hours up to several weeks
Costs	Depending on duration, size and risk content of project; about 1-5% of project budget; could be carried out by internal resources if profound project management experience concerning risk management is available – otherwise, external coaching is recommended (1.5 – 2 daily rates per workshop day)
Process phases	<ol style="list-style-type: none"> 1. Risk management planning 2. Risk identification 3. Risk analysis (quality and quantity) 4. Planning of measures 5. Monitoring and control
Suggestions	A „must-do“ for preparation and carrying out of big projects. A professional risk management is essential to reduce transaction costs and starts at the initial phase; it should be constantly evaluated during the process and updated if required.

Method	SWOT Analysis
Targets	Assessment of initial situation – find consens, find lack of information
Participants	4 to 30 persons
Duration	Half a day up to three days
Costs	One to three daily rates, depending on qualification of moderator; if carried out by internal resources profound moderation and method knowlegde is required
Process phases	<ol style="list-style-type: none"> 1. Clarify targets with initiatiior 2. Analyse opportunities and threats 3. Analyse strengths and weaknesses 4. Develop creative strategies 5. Decide on measures
Suggestion	A „must-do“ for preparation and carrying out of big projects. Could mobilize if moderation is good. Starts at the initial phase, should be constantly evaluated during the process and updated if required.

Method	Benefit Analysis
Targets	Find the perfect action out of many alternatives in a complex decision situation
Participants	4 to 30 persons
Duration	One to five days
Costs	One to five daily rates, price depending on qualification of moderator
Process phases	<ol style="list-style-type: none"> 1. Collect targets and side conditions 2. Find targets 3. Define alternatives 4. Assess effectiveness 5. Scale effectiveness uniformly 6. Rate effectiveness 7. Aggregate effectiveness 8. Specify ranking 9. Suggestions 10. Sensitivity analysis
Suggestion	Good method to decide between two different alternatives. Professional moderation recommended due to complexity.

Method	Cause-effect Analysis
Targets	Full systematic analysis of root causes of problem. Visualize and analyse networks of relations of complex structures.
Participants	5 to 50 persons
Duration	Half a day up to two days
Costs	One to two daily rates, price depending on qualification of moderator
Process phases	<ol style="list-style-type: none"> 1. Identify problem 2. Remove main category 3. Identify main categories 4. Identify secondary causes 5. Find cause with most consequences and check 6. Communicate results
Suggestion	A very useful method to realize complex interdependencies, to visualize and discuss them. Professional moderation recommended due to complexity.

Method	Stakeholder Analysis
Targets	Realize all project relevant persons and their attitudes and influence on the project
Participants	Small groups, e.g. the core team of a project
Duration	Several hours 1x or consequently if required
Costs	One to two daily rates, price depending on qualification of moderator
Process phases	<ol style="list-style-type: none"> 1. Identify stakeholders 2. Characterize stakeholders 3. Compare and analyse stakeholders 4. Derivate measures or consequences
Suggestion	A „must-do“ for preparing and carrying out big projects. Could mobilize if moderation is good. Starts at the initial phase, should be constantly evaluated during the process and updated if required. Used even later for evaluation and LessonLearnt-sessions.

5. „Hands on“-Workshop I: Stakeholder Analysis

It is essential to have an overview of all stakeholders of a project at an early stage. Look for at least two „supporters“ of your project to initialize your project. First step: identify the stakeholders and register them in a so called „stakeholder register“. Use the following table to make a draft on the brown paper of your moderation wall and let participants note their names there.

#	Name	Position / Function	Origin	Role during the process	Attitude towards the project	Relation with (#)
1	John Doe	CEO Biooec AG	Economy	Affected person/innovator	Neutral agree disagree/critical	James Miller Chairman of

If required, the stakeholders register could be expanded by further attributes to describe stakeholders.

#	Name	Instructions/targets concerning project	Hidden agenda	Strengths, competences	Chances and interests	Risks/ conflicts	Measures

If you do not know any special participants of a relevant origin you can work with so called „personas“. A „persona“ is a fictional person who is described precisely. The persona should be relevant for the stakeholder group. In very heterogeneous stakeholder groups, it is recommended to develop several personas, e.g. Jonny Young, 22, law student, vegan, biker, no car, member of Greenpeace, single, etc...

In a third step you can make connections between the stakeholders, or visualize closeness and distance to the project, or build clusters of „agreeing personas“ and „disagreeing personas“ and „neutral ones“. Write all names on cards (one name per card) and stick them onto the moderation wall.

Look at your picture to find common characteristics and differences of stakeholders and discuss the following questions with your group:

- What does this stakeholders expect?
- What kind of questions would these stakeholders ask?
- What should not be done?

Note the answers on cards and stick them to the respective stakeholder. For documentation you can add answers to the questions in the stakeholder register to have all relevant information and assessments in one document.

In a last step, „deductions and consequences“ discuss the so called „So What?“. Further questions could be, e.g. ...

- What do you derive from this for all of us?
- What does it mean for our project?
- Who is missing? Which system partner (see D.T4.2.1 Proposal models: Identify the key players), which key players should be addressed additionally?
- What does it mean for further communication?
- What does all this mean in relation to our project concept?
- Which are the next steps?
-*you can add further questions*.....

This method is good to gain a quick overview to plan the next steps for initializing your project. Depending on time available, all four steps can be worked out on several consecutive workshop days.

6. „Hands on“-Workshop II: Initialization and Location Determination³

The following steps can be conducted with 16 persons. For a first location determination, 4-8 participants seem to be an ideal group size. Talk to your supporters first. You will need about 6 moderation walls with brown paper, pens, post-its or moderation cards, a stopwatch or a timer, a flipchart, and the following guidelines.

Construct a table with 4 columns with following headlines (on the brown paper)

<i>A</i>	<i>B</i>	<i>C</i>	<i>D</i>	<i>E</i>	<i>F</i>
#Questions	Topic / focus	Clear is....	Unclear is	Skills and competences	Next steps

If you only have a few participants, read out the following questions and note the answers.

- What is clear for you today / after this presentation / in general? (*column C*)
- What is unclear for you today / after this presentation / in general? (*column D*)
- Do we have the required skills and competences (question could be expanded by resources if necessary) What is missing? What do we need? (*column E*)
- What are the next steps to be taken for more understanding? (*column F*)

If you work with groups, provide 10 to max. 15 minutes per topic, then go ahead with the next question as soon as the time is over.

For 5 participants or more, the method „1-2-4-all“ is the one we recommend. Here are the guidelines:

- Each participant works on the questions mentioned above for 3 minutes in total
- Then there is a change to tandem partners (or trios if there is an odd number of participants) for 4 minutes
- This is followed by an exchange of four to six participants for another 4 minutes
- Last step: all results are presented in the plenum and noted down on the moderation wall (by a moderator or by using the moderation cards / post-its of the participants) – max. 5 min

After that, the next key questions will be read out loudly and time runs again like in the above-mentioned scheme. All participants are involved actively. Participants of tandem groups and group of fours should vary.

³Die „Standards zur Öffentlichkeitsbeteiligung – Empfehlungen für die gute Praxis“ (2008, vom Ministerrat beschlossen am 2.Juli 2008) „Grünbuch: Partizipation im digitalen Zeitalter“ (2020, BMKÖS)

You will need a whole day workshop to run through all key questions as you can only work through 4 topics per hour. You can focus on a few topics or organize more workshops to work out all key questions.

#	Key word	Key questions
1.	Initiator	Is it clear who is the initiator (administration, politics, society, stakeholders' different areas)? Who took up the topic?
2.	Expectations and interests	Are all expectations and interests clear? Why do people participate? What is their interest? How can people be addressed? How can participation formats awaken interest of target groups? How can it be made clear? What is the individual benefit?
3.	Targets	Do you know what you would like to achieve with public participation? (clear targets are necessary)
4.	Topics and context	Do you know all terms of public processes? Do you know which decisions, technical conditions or laws you have to consider in the participation process? Do you know which topics allow flexibility? Are all questions and tasks defined clearly? (Which topics are involved, which topics are not)
5.	Possibilities of influence	Do you know which possibilities of public influence you will allow and how binding such results are? Did you present the possibilities of influence in a realistic way, so that there are not any highly exaggerated expectations in the public? Did you clearly determine who makes the final decision concerning the topic? Which role plays the result of the participation process?
6.	Target groups	Did you clearly define the target groups of your participation process? Did you involve the broad spectrum of interests? Did you decide on which public you would like to reach?

#	Key word	Key questions
		<p>Would you like to involve the organised public or the general public, or maybe both?</p> <p>When choosing the participants did you take mainstream-aspects such as gender-mainstreaming or mainstreaming of handicapped people into account?</p>
7.	Intensity	Did you define clearly how intensively public is involved? (step 1: information; step 2: consultation; step 3: cooperation (right of co-determination?))
8.	Choice of method	<p>Did you choose the best method for your target and the public? (e.g. internet questionnaire, comments procedure, round table, consensus conference etc.)</p> <p>When choosing the method to reach all people, did you take all concerned and interested persons into consideration, maybe for instance, by choosing a mix of methods?</p>
9.	Stakeholder management and process moderation	<p>How can you avoid polarisation of stakeholders?</p> <p>How can you handle negative comments in a sensible and transparent way?</p>
10.	Professionalism	<p>Have you appointed an external consultant for professional process support who is responsible for organising and moderating the participation process?</p> <p>Have you clarified how the tasks and roles are distributed?</p>
11.	Timing	<p>When will the public participate?</p> <p>(Let them participate as soon as possible, at a point of time when all options are still feasible)</p>
12.	Process architecture	<p>Did you make a schedule and agenda for public participation?</p> <p>Did you take your reflections and experiences into account?</p> <p>Is there time for unexpected things in your schedule?</p> <p>Did you adapt your schedule to procedural deadlines and deadlines for decision making?</p>
13.	Information base	<p>Do you provide enough information material for all participants?</p> <p>Did you sum up all relevant information for participants in a short overview?</p>

#	Key word	Key questions
14.	Concept / Control architecture	<p>Did you create a concept for the participation process which includes information of all the things mentioned above and will be attached to the invitation to the public participation process?</p> <p>How can feedback be returned into the participation process?</p> <p>How can suggestions for improvement be accepted and integrated especially concerning decisions of politics, administration and society?</p>
15.	Support from politics	<p>Did you coordinate the concept of the participation process with political decision makers? And did you ensure the support of political decision makers in your process?</p>
16.	Committment of politics	<p>Did you ensure that political decision makers will take all results of the participation process into account when making decisions?</p> <p>(„Taking into account“ means, that they will deal with the results respectfully and will consider them when making a decision. If this is not possible other decision should be made clear and understandable)</p>
17.	Committment of participants	<p>Did you make a partnership agreement with all involved partners which contains all essential issues mentioned above?</p>
18.	Communication	<p>How can you address your target group correctly?</p> <p>How can you reduce time required for „communication of all“?</p> <p>Could you use social media as a communication platform for all participants or do you need an independent communication tool?</p>
19.	Privacy and data security	<p>How can you regulate the privacy rights?</p> <p>In which way is data security guaranteed?</p>

7. Helpful Platforms, tools and networks

On the website www.engage2020.eu in the section "Publications" under "Report: Public Engagement Methods and Tools" you will find a document with a description of 57 methods and tools on over 200 pages. This documentation was also produced within the framework of an EU project and provides you with a good overview with some further links and information.

Based on the research of the Engage2020 project, a digital platform has been created on the website www.actioncatalogue.eu to support you in configuring participatory citizen participation formats. Based on the parameters of your project, you will receive a selection of methods and tools for participatory citizen participation that seem suitable.

At www.involve.org.uk, the UK's public participation charity, you will find under "Resources" the section "Methods" extensive descriptions of participatory participation formats, which are helpful for the selection, configuration and planning of participatory participation formats. In addition, there is up-to-date information from the public participation community.

On the website www.liberatingstructures.com you will find suggestions, literature recommendations and links for a modern app that makes it easier for you to configure participatory workshops and teaches you methods for designing encounters that you can implement and practise without moderation training.

More practical information can be found on the following project homepages:

- Interreg DTP "AgriGo4cities" project: [Approaching urban agriculture as a social innovation](#)
- Horizon 2020 "BE-Rural" project: [Knowledge exchange and capacity building for the bioeconomy in rural areas](#)
- Horizon 2020 "BIOVOICES" project: [Guide for Mobilisation and Mutual Learning workshops](#)
- Horizon 2020 "[Transition2BIO](#)" project

8. Online Tools

The use of online tools in participatory public participation is and will continue to gain relevance. The spectrum ranges from digital whiteboards, video conferences, voting tools, and chat forums to integrated platforms for the design of digital citizen forums.

The nexus Academy for Participatory Methods has published an overview of "classics" at <https://partizipative-methoden.de/portfolio-items/digitale-tools-fuer-partizipative-veranstaltungen/> (only in German) that seem suitable for getting started:

Tool	Application	Links
Actionbound	Digital scavenger hunt, nature trails, multimedia guide	https://actionbound.com/
Conceptboard	Whiteboard for working together	https://conceptboard.com/
Mentimeter	Feedback, opinion poll, quiz	https://www.mentimeter.com/
Mindmeister	Collaborative tool for mind maps	https://www.mindmeister.com/
Nuclino	Writing texts together online	https://www.nuclino.com/
Padlet	Brainstorming, digitale whiteboard	https://padlet.com/
SpeakUp	Target group-sensitive collection of questions and comments for offline discussions	https://speakup.digital/
Tricider	Brainstorming and coordination	https://www.tricider.com/

Other helpful English-language online tools for configuring participatory citizen participation processes:

Tool	Application	Links
Adhocracy	Open source software for the design of participation processes	https://liqd.net/en/software/
CitizenLab	Community Engagement Platform	https://www.citizenlab.co
Consul	Citizen Participation Tool for open, transparent and democratic government	https://consulproject.org/en/
Loomio	Collaboration tool for sharing, discussing and deciding	https://www.loomio.com
Ontopica	Tool for E-participation	https://www.ontopica.de/index_en.php
WeThing	Idea development and management	https://www.wething.com/en/blog/