



WP2 – Co-creation and co-design

Guidelines for Hubs co-creation workshops

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Introduction to these guidelines

The purpose of this document is to provide the Engage4BIO Hubs with hands-on and easy to follow guidelines and suggestions for the organisation of 4 series of co-creation workshops included in WP2 – Co-creation and co-design.

The document is organised in five main sections: 1) Conceptual aspects and methods 2) Stakeholders recruitment 3) Workshop organisation 4) References 5) WS concepts and Templates.

A list for further reading and references are also provided, as well as suggestions of co-creation methods.

The document is a complementary tool to Deliverable D1.1 (whose relevant sections are also embedded in this document).

The co-creation workshops

In Engage4BIO all five hubs will implement co-creation processes by engaging quadruple helix stakeholders and regional target groups. In a first step these actors collaboratively develop hub specific visions on a strengthened and successful bioeconomy in the region. To reach these visions (1) (re-)training, mentoring and skills development formats, (2) awareness raising and knowledge gain, outreach and engagement processes and (3) action plans for innovative governance models and regional development will be developed.

In the following, we present a recap of each task/workshop. In Annex 5.1, you can find more detailed concepts and suggestions for each workshop and information on the expected outcomes.

T2.2 Co-creation of local bioeconomy vision and strategy approach (Lead: BZN, other partners: TMG, CLIC, UNIPA, WR, ZSI, MET, MOME, APRE, ArtEZ) (M7-M10)

The first co-creation workshop: developing future pathfinder manuals (i.e. a reference collection of useful, practical and innovative ideas and instructions for activities supporting and enhancing regional bioeconomy development), using the experiences of the POWER4BIO project. Social attitudes towards regional bioeconomy specifications will be taken up. The manuals will interlink with adult education and outreach activities and include art and cultural aspects. The pathfinder manuals will serve as input for T3.1 where co-created ideas will be turned into actions.

T2.3 Co-creation of guidelines for training and mentoring for adults including skills development (Lead: EAEA, participants: TMG, CLIC, BZN, UNIPA, WR, MET, EAEA's affiliated partners in hub regions) (M10-M16)

The good practices collected in T1.3 will be revised, adapted and co-created based on the Hubs identified needs and context specificities. Output: guidelines for training and mentoring for the specific value chains in the hubs, supporting the boosting of knowledge and skills useful in the bioeconomy, and in particular bio-based sectors. Results will be collected in D2.2 and established as Open Educational Resource (bioeconomy learning hub), for retain, re-use and adaptation in bioeconomy.

T2.4 Co-creation workshops on knowledge gain campaigns in hubs (Lead: MOME, other partners: ArtEZ, hub leaders together with associated/affiliated local art partners) (M10-M16)

Knowledge and awareness raising campaigns, based on the human-centered aspect of design thinking, involving local stakeholders, artists, designers, researchers, decision makers, professionals from the field of biotechnologies and available market actors etc. at the local level. The identified regional communication themes and challenges (T2.1) serve as the basis. A synthesis of ideas, and a prototype will be co-created and tested among the wider target group. The formats, activities and material co-created will be collected in regional action plans (D2.2). The most suitable formats/activities will be implemented in WP3 and WP4.

T2.5 Co-creation workshops on innovative governance models (Lead: WR, other partners: ArtEZ, all partners) (M10-16)

Addressing and finding ways of how to manage regional bio-based innovation processes and how to ensure inclusiveness and engagement of all actors. Good practice guidelines for local operators and innovation developers on innovative governance models supporting particularly balanced local potentials and innovation (in terms of economy, society and ecology impact) will be developed. Feedback loops to the respective policy makers of regions and hubs will be cocreated (D2.2).

1 Innovation processes and regional co-creation

This chapter helps Engage4BIO hubs to set up their regional innovation and co-creation processes. It provides a framework for co-creation processes, including information on when they are suitable and what is needed to successfully implement them.

Co-creation roots in transformative processes in the entrepreneurial world, where co-creation aims at generating new products and services. In these processes different stakeholders and target groups are involved, especially potential users and all of them are considered as experts for one or another aspect. But the method did not only prove to be successful when it comes to developing new products, it also serves as a tool to address structural changes or to solve challenges in internal management (Senabre 2015). Co-creation processes are part of an open innovation approach, where an innovation process is opened up to different stakeholders and where engagement of users is key (Eurich, Glatz-Schmallegger, and Parpan-Blaser 2018). Usually co-creation is complemented by other concepts, such as design thinking or participative design (Senabre 2015) and follows the approach to involve different perspectives and collaboratively design innovative tools, material, processes, strategies, activity formats, etc. (Steinhaus et al. 2018). Senabre (2015) points out that in co-creation processes “rather than involving experts, participation is centred in relevant viewpoints informed by necessity or daily activity”. Such processes enable better innovative ideas, by bringing in these different perspectives and have the potential to bring insights about new technologies and expertise for different solution options and thus is improving the innovation quality (Eurich, Glatz-Schmallegger, and Parpan-Blaser 2018). In view of that, Engage4BIO co-creation processes involve regional stakeholders and citizens affected or interested in the hub specific bioeconomy field. The process will give voice to local communities. Hub

teams will choose creative methods and materials to support the groups in co-creating their ideas.

2 Stakeholder mapping and recruitment

In this section we briefly summarize how to do the stakeholder mapping and what is important to consider in the recruitment of participants.

As above explained diverse perspectives help to create innovative ideas. But who are the people to engage? Who are the “right” ones, whose perspectives are necessary in the co-creation process? To answer these questions and to finally have a satisfying composition of participants a conscientious stakeholder mapping is necessary. The stakeholder mapping process helps to **identify all people or groups**, which are affected by the aims of the project, who can influence results or have interest in the results. In a next step **groups and individuals are prioritised** in terms of necessity for engagement. The most commonly used approach is to categorise stakeholders in relation to their relative level of interest and influence. In a last step, relationships between stake-holders are questioned and personal characteristics are identified. This can be extremely useful in the process of engagement. There are a range of methods to analyse the role of individuals. The following questions can help to know your group better and also to identify incentives for participation, which will help in the recruitment:

1. What is the stakeholder’s primary interest in the co-creation process/results?
2. To what degree is the stakeholder relevant in the field of interest?
3. To what degree is the stakeholder involved in the processes in the region?
4. Does this stakeholder oppose or support the vision we would like to reach?
5. Will the co-creation activity benefit or harm the stakeholder?
6. What alliances exist with other stakeholders?
7. What conflicts exist with other stakeholders?

A stakeholder mapping template is proposed in the Annexes. The mapping already started within the Cross-fertilization workshop can be of support as well¹.

3 Workshop organisation

In this chapter, we outline the core steps and activities to prepare, conduct and follow-up on the workshop organisation, with the brief description of the processes, roles and tools to be used.

3.1 Preparation

3.1.1 Setting up the team and agenda

In the preparation phase, the coordinator of the activities identifies the core team, the programme and format of the event (plenary/parallel sections, main methods, timing) and the core logistics (place, equipment etc.).

¹ Cross-fertilization Workshop 1 – Stakeholders mapping:
https://miro.com/app/board/uXjVPD8ynvo=?utm_source=notification&utm_medium=email&utm_campaign=daily-updates&utm_content=go-to-board

The **core team** is composed of an event coordinator, who is ideally also an expert in the subject, a facilitator (or group of facilitators), rapporteur/s (multiple ones if parallel sections are foreseen). Additionally, we recommend one person to support in receiving participants, coordinating the timing of the day and helping with materials across the activities.

A **detailed programme of the event** is needed to ensure fully transparency with participants a detailed programme of the event must be provided already at the invitation stage. This programme outlines information on the scope, purpose, structure and activities of the event and explains clearly participants' expected roles and contributions.

An agenda template is useful for this purpose, which includes description of roles, topics addressed, purpose and methods for each section.

As for the format, a co-creation workshop could vary from 3 hours to several full days, depending on the scope and purpose. We suggest organising the activities alternating plenary and group/parallel sessions, to embed different methods and to make a dynamic flow across the day. Pre-organising the participants in groups, in case relevant for the chosen method, can also help with the flow. The workshop structure and sessions should enable participants to get to know each other and set rules, to enter the topic, brainstorm ideas, prioritise them, start the ideation process, develop or prototype their ideas, and reflect and evaluate them.

The core logistics are set up based on the programme, format, timing and number of participants. For workshops with more than 30 participants and various spaces/rooms, we suggest providing **a location map** outlining title and timing of each section, room set up and equipment required, and names of facilitators and rapporteurs for each group. This map does not only support the organisers' team but should also be shared with participants at reception to help orienting themselves during the day.

3.1.2 Recruitment of participants

The recruitment process for each workshops is based the Stakeholder mapping conducted initially and on the specific purpose and scope of each of the 4 workshops.

In terms of balance and group composition, we suggest the following, for each co-creation workshop:

- If possible, a minimum of 2 persons per stakeholder group
- Gender balance
- 15 to 20 persons

For recruitment it is recommended to clearly outline the value of participation in the respective co-creation workshop or process. For some participants it might be sufficient to raise the awareness that their own reflections and ideas might cause and effect in the region or that their input is inspiring for other stakeholders. Other appreciate to grow their network and become part of a wider network in their region.

To inform participants about the big picture, a clear goal and the wider impact of the process is very important. Below you find a table providing some optional

arguments to be used in the invitation process, customized to Engage4BIO activities (Schrammel and Marschalek 2022).

Get to know the regional community	<p>The Engage4BIO co-creation process focuses on strengthening and pushing forward the regional bioeconomy sector and contributing to regional development.</p> <p>Taking part in the co-creation process means getting to know relevant actors in the field and their tasks and areas of responsibility. Personal contacts are improved and new options for future collaborations enabled.</p>
Get a voice and be listened	<p>Your personal views and contributions will be integrated in the co-created results. Your ideas will be discussed and possibly will be implemented within your region.</p>
Contribute to change	<p>As a member of the Engage4BIO co-creation process you develop and evaluate appropriate ideas for improving the bioeconomy sector in your region.</p>
Spark future collaborations	<p>The regional co-creation processes are a first step in a fruitful collaboration. Through this process regional actors have the opportunity to expand their connections at the national and European level.</p>

3.1.3 Invitation and registration

The invitation stage is very important for the first step of the onboarding process of participants, which needs to begin already before the event itself takes place. Participants should join the event in full understanding of their expected role and contribution and the event organisers should aim to put them in the conditions to participate fully and at the best of their will and capability.

For the **invitation**, it is useful to have the full programme ready, even if some aspects are still in a draft version, and to offer an **online registration form**, which should include the appropriate **data protection disclaimers**.

A set of standard templates emails for main steps of the process should also be used, as following: first invite/save the date (with date, place, description of purpose and why they are invited; then, full invite and following reminders to participants with detailed programme, registration and consent forms, information on participation and logistics.

Data protection disclaimers include the relevant information about the legislation (this can be also different country by country) and cover all the relevant data collected (including dietary requirements). In case video and audio recording during the event is planned, a specific disclaimer addressing that is needed. Please, see Engage4BIO Data Management Plan²,

It is important that standard ethics for human research are applied. Participants must be aware how their co-created products will be used, and if and how their input will be further recognised or rewarded. A **detailed information sheet and**

² Engage4BIO D5.3 – Data Management Plan <https://cloud2.zsi.at/index.php/f/534959>

consent form are needed at this stage, to be shared and collected back signed from participants before the beginning of the workshop.

- The information sheet should explain in detail the activity, its purpose, the methods, the rights of the participants (such as opting out at any time and request withdrawal of his data/information) and the kind of information to be collected and how this will be used and by whom. A template for this is available in the Template section, to be updated for each activity workshop.
- The consent form should include explicit consent expression for each core point of the information sheets description. A template for the consent form is available in Engage4BIO Data Management Plan³, to be updated for each activity/workshop.

In case preparation materials is used, it is important to share it during the invitation stage with participants to make sure that they have sufficient time to prepare. In case foreseen, **invite them to register and set up profiles in the tools** that may be needed for the preparation phase or for the day of the event.

3.1.4 Location and setting – Space and beauty

Room setting and comfortable atmosphere in a working room are often underestimated or forgotten about. But, to make a group who might not even know each other successfully collaborate and create innovative results, it is important that they feel comfortable and enjoy their time at the workshop. Thus, the setting and room plays an important role. Make sure to meet as many of the following characteristics when organising the workshops:

- Choose a bright room (daylight)
- Take care of flexible furniture
- The room needs to be big enough for the methods you choose and that people can move around
- Use plants to make the room more welcoming
- Take care that participants keep their jackets outside the room
- Give space to move around or have the option to go out in fresh air

For creating a good atmosphere, you can consider turning on some music when welcoming the participants. We suggest calculating sufficient time to let participants arrive in the room. Provide some coffee, cake, or fruits and let people start first conversations to get to know each other a bit.

3.2 Conducting the workshop

For the conduction, a set of tools are also useful, for the core team and participants, and they should also be prepared in advance.

To enable a smooth running of the workshop but also make sure to properly harvest, synthesize and report results of the workshops, we suggest using the following tools:

³ Engage4BIO D5.3 – Data Management Plan <https://cloud2.zsi.at/index.php/f/534959>

- a **moderation sheet** and/or an internal version of the programme in the format of **event script**, with more detailed on the purpose of each section, breakdown of the timing, roles and flow (see Annex).
- **reporting template for organisers and note taking templates for the rapporteurs** to collect information from each section and being able to report live and after the workshop.
- **cards, canvas and other co-creation materials** to support participants in engaging in the activities and sharing information and ideas.

A few days before the workshop, in particular for large events, it is crucial to organise **a short rehearsal with the core team**, facilitators and rapporteurs in particular, based on the script. This can also take place online in case the core team is located in different places. During the rehearsal, the workshop team goes through the programme and the event script and makes sure that everybody is confident in the activities purposes and their own roles.

In some cases, and upon assessment of the event organiser, **short preparatory webinars or online focus groups with and for participants** can be useful to help participants that may not be familiar with topics/aspects the workshop aims at covering. Involving experts in different fields in this preparation activities can help to make them engage and to act as attractive teasers for the main event.

At the beginning of the event, the core team welcomes participants. Make sure they fill in and sign a **registration sheet** and check if the consent form has been shared, signed, and explaining briefly the structure of the day.

3.2.1 Team building and group dynamics

In co-creation workshops we face the challenge to support a group of strangers to become a team, go through all stages of team building and manage to perform successfully in a rather short period of time. The better a group performs together the better are the results. That is the reason why it is important to always consider the concept of team building behind the workshop plan. Here is a brief overview on the team building concept according to B. W. Tuckman. According to this model teams go through 5 phases (Baumann 2015):

- Forming:** in this phase people get to know each other. Most people are very friendly and stay superficial. In this phase it is good to search for commonalities, e.g., the motivation to be at the co-creation workshop. For supporting this stage, it is important to provide a save room, good visible goals of the workshop, warm up session, openers and provide room for the group to get to know each other. In this phase it is important to offer guidance and to remove uncertainties.
- Storming:** In this phase the group aims to get clarity about the hierarchy among them. It is recommended that moderators act as mediators in case of conflicts. It is important that the group gets beyond this phase.
- Norming:** In this phase roles are made clear, and the group is ready to cooperatively work on their goals. It is suggested to collaboratively identify rules with the group. These can be made well visible on a flip chart.
- Performing:** In this phase the group collaboratively acts. They build up deeper relationships and solve group tasks by bringing in their different talents. This is the way the group can achieve more than an individual could

do. Together they set steps direction goal. In this phase the Us-feeling is developed.

- v) **Adjourning:** This phase starts when the group work finished. After collaboration in a workshop, it often happens that a strong sense of togetherness arises and the group would like to continue. Here it is important to praise the achieved results. For this targeted closers are recommended to pack the achieved.

Besides the team building the concept of group dynamics plays an important role in co-creation processes. Especially the moderator must be aware of that and keep his/her eyes open to help the group to successfully collaborate. To do so best it is important to understand the different roles according to the rang dynamic model of Raoul Schindler (Baumann 2015). According to this model there are different positions individuals can take over. These positions bring specific behaviour with them and influence the wellbeing of individuals and the group.

- **Alpha** – the leader, who likes to talk, to be the rapporteur or groups and does not hesitate to take accountability.
- **Beta** – Expert in a specific field. This person might know more than others. It is important to use this expertise in the workshop, give this person a valued role in the discussion to make sure that he/she does not become an opposer.
- **Gamma** – average team member, who collaborates and does the work.
- **Omega** – Opposite position to alpha. An omega can be an oppose, brings in critical perspectives, might not support all processes. It is important to see omegas and hear them and find a way that they get engaged.

For more details on team building and rang dynamic concepts see Baumann (2015).

3.2.2 Workshops sessions and facilitation

In each phase all methods need clear instructions; questions, goals and processes must be clear for all participants.

At the end the workshop will be closed by giving an outlook on what happens next and providing the option for feedback.

Welcome and introduction – the groups starting to get to know each other

A warm welcome and introduction is important to have a good start in the day. At the beginning of the workshop, or even before, participants start to interact with each other. After clearly presenting the goals and non-goals, the agenda and the etiquette of the workshop, we suggest planning sufficient time for sessions in which participants get to know each other and can find commonalities. In this phase, entering the topic can already start and people can be prepared for the further creative work process. Among other, these are suitable methods: “systemic constellations”, “joint poster”, “dreams and nightmares”, “Lego”, etc. Some of the methods are also suitable in other stages of the workshop, depending on the session goal set and questions asked.

Inputs and bringing everybody on the same level of necessary knowledge

Especially in multi-stakeholder processes, or when engaging citizens, it is necessary to plan an input session, where the needed background information is presented and discussed and the starting point for discussion is set.

Entering the topic

Time and methods need to be planned to help participants to truly dive into the main subject of the co-creation workshop. In this phase, workshop topics are collected, prioritised, and processed. Useful methods are: “Topic list”, “Brain walking”, “World Café”, and diverse other brainstorming and prioritisation methods.

Ideation

In this phase the team starts to work on the identified topics. Here again, brainstorming methods can be chosen, but also future scenarios and visioning methods, such as “Disney method” or the “problem reversal technic” are suitable. In this phase ideas are reflected in detail and participants are guided from a very open visioning process to a more critical reflection and back. The group is guided from “problem talking” to “solution talking” (Baumann 2015).

Getting concrete – designing concrete ideas

In this phase concretising ideas is central. On one side target groups can be specified, e.g., by the “avatar method”, “personas”, or the “target group brainstorming matrix” or on the other side concrete strategies and prototypes can be developed by applying methods, such as “prototyping”, “LEGO serious play”, “system board”, “design sprints” etc. These methods using creative materials support the group in thinking out of the box, visualizing places, activities, stakeholder and processes which can be translated in concrete products, roadmaps or strategies, which are ready to be tested afterwards. For this phase sufficient time must be calculated, as participants need to become comfortable with using creative materials and as it takes time to move thoughts out of the box and come up with less obvious ideas and details. Moreover, designing concrete ideas require feedback loops that need to be planned, e.g., by applying the “critical friend” method.

Closing, reflection and feedback

Time for a reflection round and feedback helps to smoothly close the workshop. Here participants can share their experiences, what was specifically interesting for them, or how they wish you continue. It is not a must just let people talk one after the next. There are also methods and approaches to support this closing and feedback process: e.g., “TV news”, “30 seconds of feedback”, “Fishbowl”, “Ball of wool”, etc. At the very end with closing words the workshop ends. Here it is important to decide and talk about future steps and potential collaborations after the workshop. After a successful workshop, the team will have developed a kind of team-spirit and participants might want to continue collaborating (Steinhaus et al. 2018).

Breaks and energizers

A co-creation workshop usually asks a lot from the participants. In many cases, the participants do not know each other before the process. It is important to plan sufficient breaks for participants to personally exchange, get some coffee and some fresh air. Energizers are also a good way to help participants to keep concentration

and also support the team building. There are comprehensive collections of energizers and warmups for face2face and online workshops.

3.3 Follow-up with participants

Same as the invitation follow-up activities with participants, core team and experts (if any) are an important phase of the co-creation process.

With follow-up activities participants are kept engaged in the topic. Results of the joint work are shared. E.g. short term this happens via simple, in the **thank you emails, providing summaries, materials and pictures** from the workshops. Medium-long term we suggest to share how the results are and will be used, for example through more **structured reports, follow-up online webinars/focus groups, invitations to related events and activities** and any **other outputs** originating from the joint work. For the short term follow-up, **brief summary reports** are used. These focus on sharing relevant **good practices and experiences/testimonials** emerged during the event.

In case of series of workshops, perhaps even developing in a long period of time, it is key to maintain the engagement and commitment of participants. In this case, on top of the short summaries and experiences sharing, **offer continuation to the work through online tasks between the workshops, in an asynchronous way**. These activities should be efficient, not requiring a lot of time or complex tools, while contributing still effectively the co-creation process, for example asking participants to provide short feedback on the outcomes or part of them, once further elaborated by the workshop organiser, or polling participants on the main aspects, ideas or methods to focus on in the following workshop.

4 References and further reading

4.1 Further reading and collection of methods

In this section, we indicate some method guide books or methods collections, where moderators find inspiration and ideas for suitable methods for all phases of their workshops.

- **Blossoming Workshops and Seminars Guaranteed to Succeed**, Baumann, Birgit. 2015, Wien. Businessmind.
- **Facilitating Multicultural Groups. A Practical Guide**, Kogan Page, Hogan, Christine. 2007
- **D3.3 Guidebook on engagement and co-creation methodologies**, Steinhaus, L., Schields, M., Schrammel, M., Feichtinger J. 2018, BLOOM project, https://bloom-bioeconomy.eu/wp-content/uploads/2018/11/D3-3_Guidebook-on-engagement-and-co-creation-methods_final.pdf
- **The Open Book of Social Innovation**, Murray R., Caulier-Grice J., Mulgan G., The Young Foundation, NESTA - <https://youngfoundation.org/wp-content/uploads/2012/10/The-Open-Book-of-Social-Innovationg.pdf>
- **Co-creation methods and tools, A Social Manufacturing Framework for Streamlined Multi-stakeholder Open Innovation Missions in Consumer Goods Sectors** – iProduce project (H2020), various authors - <https://iproduce-project.eu/resources-and-results/co-creation-methods-and-tools/>

- **Open Innovation Ecosystem Playbook**, CLIC Innovation - <https://www.ecosystemplaybook.com>
- **ActionCatalogue, Engage2020 project** (FP7), <http://actioncatalogue.eu/search>
- **Collection of co-creation methods and activities, Engage4BIO project partners**, Deliverable D1.1 and Cross-fertilization Workshop n. 2 - <https://cloud2.zsi.at/index.php/f/519585>
- **Toolkits for co-creation**, Aalto University - <https://designfactory.aalto.fi/toolkits/>
- **Co-creation tools and methods for circularity and circular design**, EllenMcArthur foundation - <https://ellenmacarthurfoundation.org/explore>
- **Lean service canvases for co-creating services**, Futurice - <https://futurice.com/lean-service-creation>
- **Hyperisland**: A resource kit you can use to apply creative collaboration and unleash potential in your team or organization - <https://toolbox.hyperisland.com>
- **SITRA: circular economy business models & roadmaps** - <https://www.sitra.fi/en/tools/>
- **STRATEGYZER.com** strategy creation canvases - <https://www.strategyzer.com/resources/canvas-tools-guides>
- **EU Project GONANO** - <http://gonano-project.eu/road-of-co-creation-training-materials-researchers-engineers>
- **LEGO Serious Play**, LEGO - <https://www.lego.com/en-be/themes/serious-play/about>
- **Seeing in Multiple Horizons: Connecting Futures to Strategy**, Curry & Hudson, Journal of Future Studies 13, pp. 1-20
- **Design Thinking**, IDEO
 - <https://designthinking.ideo.com>
 - <https://www.ideo.com/post/design-kit>
 - <https://www.ideo.com/post/design-thinking-for-educators>
- **Six thinking Hats**, De Bono E., 1985
- **The u-school for Transformation resources** (Presencing Institute) - <https://www.u-school.org/resources>
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- **Guidance for drawing causal loop diagrammes**, Daniel H. Kim. 1992.
- **Scripts for group model building**, D. F. Anderson, G. P. Richardson. 1997.
- **Group model building presentation**, M. Kleemann, M. Happback. 2012.
- **Co-Creation Navigator** (WAAG, 2019 - <https://ccn.waag.org/navigator/>)

4.2 References

Baumann, Birgit. 2015. *Blühende Workshops und Trainings mit Erfolgsgarantie: Tipps aus der Praxis für die Praxis*. Wien: BusinessMind.

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5 Annexes

5.1 Workshops concepts and outputs

5.1.1 Vision and Strategy workshops

- T2.2 Co-creation of local bioeconomy vision and strategy approach
- Period: April-June 2023

5.1.1.1 Objectives

The first co-creation workshop aims at developing a pathfinder manual for each hub work across the project co-creation and implementation activities in the form of the collection of useful, practical and innovative ideas and instructions for activities supporting and enhancing regional bioeconomy development. The pathfinder manuals will identify visions and main strategies for each hub to develop activities for training, campaigns and innovative governance models. Based on this, the further three co-creation workshops (see 5.1.2, 5.1.3, 5.1.4) will be built on the vision outlined in the pathfinder manuals, as summarised in the table below.

Task	Subject of the co-creation process	Expected output of the co-creation process
T2.2	Co-creation of local bioeconomy vision and collaborative strategy approach , following the common framework in all hubs, as follows: <ul style="list-style-type: none"> • A vision for useful, practical and innovative ideas regarding learning, training and mentoring opportunities necessary and available in your region. • A vision for useful, practical and innovative ideas regarding outreach activities aiming at 	Future pathfinder manuals (one per each hub), which <ul style="list-style-type: none"> • are reference collections of useful, practical and innovative ideas and instructions for activities supporting and enhancing regional bioeconomy development; • describe the bioeconomy vision for your region (in your hub's specific field) targeting the three elements listed in the table cell on the left);

	<p>continuous awareness raising and knowledge gain in your region.</p> <ul style="list-style-type: none"> • A vision for useful, practical and innovative ideas regarding innovative governance in your region. <p>(Note: Your co-creation process must go through all these three elements of the vision creation which are going to be synthesized in the pathfinder manual. The vision needs to be concrete and comprehensibly formulated - visualisation might support understandability.)</p>	<ul style="list-style-type: none"> • serve as guiding maps for of the co-creation process in in the further three co-creation workshops (T2.3, T2.4, T2.5).
<p>T2.3, T2.4, T2.5</p>	<p>Co-creation: outlining what activities are needed to reach the vision defined in T2.2, using the pathfinder manuals created in T2.2 as guiding maps</p>	<p>Collection of concrete actions in the form of</p> <ul style="list-style-type: none"> • guidelines for training and mentoring (T2.3) • regional action plans: collection of formats, activities and materials for knowledge gain and awareness raising (T2.4) • innovative governance models supporting local potentials and innovation (T2.5) <p>Pathfinder manuals are visioning documents and the activities suggested to reach the vision will be included in D2.2.</p> <p>(Note: The pathfinder manuals and the co- created ideas will serve as input for WP3, where they will be turned into actions: from the collections created in WP2, several activities will be selected, planned in detail and implemented by each hub in WP3.)</p>

Who is in charge?

This task is led by BZN and each hub is organising a workshop and delivering an output. Partners involved: TMG, CLIC, UNIPA, WR, ZSI, MET, MOME, APRE, ArtEZ.

Each hub has one partner with competences and experiences in co-creation processes. These partners are asked to take the lead in designing the workshops (AT: ZSI, HU: MOME, NL: ArteEZ, IT: APRE, FN: CLIC).

5.1.1.2 Suggested methods

Here we briefly list the methods shared and proposed within the consortium for the Vision and Strategy co-creation process.

- Hub Austria – LEGO Serious Play
- Hub Finland – Purpose Creation Tool and RDI Roadmap tool
- Hub Hungary – Biotechnology regional development
- Hub Italy – MML – Mobilization and Mutual Learning workshop
- Hub The Netherlands – Value mapping (Three Horizons Map)
- Hub Education – Design Thinking (Phase Research: Discover, Explore, Define)

Presentations available here: <https://cloud2.zsi.at/index.php/f/519585>

5.1.1.3 Pathfinder manual – template

After the workshop and the analysis of its results, each hub has to deliver the first contribution to deliverable D2.2, which collects the whole co-creation activities outputs. The “*Pathfinder Manual for [country/sector] Engage4BIO Hub*” should be prepared based on the following outline.

Introduction – 1/2 pages max.

- Key results of the map and gap analysis (half page) and how the results were used to create the vision (*Note: this short paragraph should create a clear link/bridge with the Map and gap analysis report delivered by each hub. When reading the Pathfinder, the hub journey from the Map analysis to vision should be clear and accessible.*)
- Participants and engagement approach (participants description with roles, engagement strategy, how the participants contributed to the process, to which part, at which level etc.)
- Description of co-creation activities (preparation, workshop/s, time, method applied).

Hub vision and strategic aspects

- General statements and vision for the Hub within Engage4BIO environment
- Core objectives for Engage4BIO activities to be developed within the Hub (based on the vision)
- Vision and strategy approach for training and mentoring
 - Please, indicate at least:
 - Specific vision
 - Strategic aspects
 - Useful, practical and innovative ideas and instructions
 - Ideas/proposals for at least 3 potential outcomes of the following co-creation process and implementation activities
 - Main stakeholders to be involved and roles, also by idea/proposal if relevant
- Vision and strategy approach for awareness raising and knowledge gain
 - Please, indicate at least:

- Specific vision
 - Strategic aspects
 - Useful, practical and innovative ideas and instructions
 - Ideas/proposals for at least 3 potential outcomes of the following co-creation process and implementation activities
 - Main stakeholders to be involved and roles, also by idea/proposal if relevant
- Vision and strategy approach for innovative governance
 - Please, indicate at least:
 - Specific vision
 - Strategic aspects
 - Useful, practical and innovative ideas and instructions
 - Ideas/proposals for at least 3 potential outcomes of the following co-creation process and implementation activities
 - Main stakeholders to be involved and roles, also by idea/proposal if relevant

Annexes

- Workshop agenda
- Registration sheet
- Results of the creative work and process during the workshop, such as canvas and tools used, visuals, photos, multimedia production, testimonials from participants
- Workshop report

5.1.2 Training guidelines workshops

- T2.3 Co-creation of guidelines for training and mentoring for adults including skills development (Co-creation workshops and processes in each Hub)
- Period: July-November 2023

5.1.2.1 Objectives

The co-creation workshop on training aims at developing ideas and prototypes of concrete education activities to support the uptake of the Hub regional activities, based on the vision and strategy developed in the first co-creation phase and looking in detail to the results of the gap analysis and the learning scenario already initiated in that exercise.

Each hub is asked to co-create a set of guidelines for training in their area and the design of at least 2 training activities (while more are encouraged).

One or more of these activities will then be further developed and implemented in WP3 from early 2024 within the Hub/regional context. The activities designed and selected for implementation also needs to be feasible within the Engage4BIO timeline and resources, while the Hubs can also leverage existing initiatives and resources to integrate the E4BIO ones and/or co-design a broader and more ambitious programme, of which some actions/parts will be implemented within E4BIO. The KPI for implementation of the training and mentoring activities is at least 250 participants and at least 12 educational organisations involved across the 5 Hubs.

First, the co-creation process will serve the purpose to define the core aspects of the training activities in the form of more general guidelines, regionally oriented (training guidelines).

- Needs addresses and context
- Links with (bio-based) Hub technology and regional development strategies
- Links with industry and occupations (if relevant)
- Synergies with other Hub activities (withing Engage4BIO or pre-existing)
- Education provider/s involved/to involve
- Collaboration and synergies with other stakeholders
- Learners' persona
- Learning outcomes and competences mapping
- Instructional design approach/es
- Methods (specific learning activities)
- Creative practices embedded (as per Engage4BIO approach)
- Innovative elements (as per Engage4BIO approach)

Furthermore, the results of this process will be also formalized in at least two concrete training and mentoring activity proposals. At least 1 of the co-created training and mentoring activity will then be implemented in WP3 (but more are encouraged).

The training activities will be also published as OER – Open Educational Resources in at least 1 open OER repository/catalogue, under Creative Commons License, such as, for example, OER.Commons – <https://www.oercommons.org/>. EAEA will take care of preparing the metadata for publication and release, in due time, and each Hub/resource creator will be asked to review these metadata before release.

In practice, the training and mentoring activities to be published as OER can have various formats, such as:

- training curriculum and/or syllabus of formal or non-formal education activities (full programme, single course, single module).
- teaching and learning strategy.
- lesson plans examples.
- outlines of workshops, seminars and similar flexible activities.
- concept of practical and labs-like activities (single lab activity, living lab, education lab, makers space etc.).
- internship/traineeship or similar activities programme.
- case studies for policy makers, industry and civil society organisations on how to embed bioeconomy practices and contents in the existing training practices of any level, in the regional context, with example of learning activities.
- guide for local/regional career services on how to design mentoring, vocational, orientation and career guidance activities to support adults in skilling, re-skilling and upskilling in the bioeconomy/bio-based related careers etc, with example of activities.
- a combination of various such concrete outputs, for more complex activities.

Who is in charge?

Task leader and supporting organisations: EAEA affiliated entities in FI, NL and AT.

Each hub is organising a workshop and delivering an output. Partners involved: BizUp, CLIC, BZN, UNIPA, WR, MET.

Each Hub has partners or an EAEA affiliated entity with competences and experiences in education and training. These organisations will support the co-creation process.

EAEA colleagues will remain available during the process for advice, review of methods and results, participation in meeting with Hub colleagues and stakeholders etc.

Contacts

Name	Organisation	Email	Role
Viola Pinzi	EAEA	Viola.pinzi@eaea.org	Task leader and general support service (concept, templates, methods, planning). Providing examples of training and mentoring activities ad hoc (based on Hub first ideas).
Peter Zwielerhner	Verband Österreichischer Volkshochschulen VOEV – VHS - Austria	peter.zwielerhner@vhs.or.at	Support Austrian Hub for co-creation in T23 and for implementation of the activities in WP3
Ágnes Kocsis-Simon	Nevelők Háza Egyesület (Educators' Centre Association) – NHE - Hungary	grenouille1968@gmail.com	Support Hungarian Hub for co-creation in T23 and for implementation and for implementation of the activities in WP3
Margreeth Broen	Learn for Life – LfL – The Netherlands	mlbroens@xs4all.nl	Support Dutch Hub for co-creation in T23 and for implementation and for implementation of the activities in WP3

5.1.2.2 Suggested methods

Here we briefly list the methods shared and proposed within the consortium for the Training co-creation process.

- Hub Finland – Bio-based and sustainable packaging co-creation Method
- Hub Hungary – Jump into the future! Creative competition
- Hub Italy – Co-creation method on guidelines for training and mentoring for adults including skills development
- Hub Education – Design Thinking (Phase Design: Ideate, Prototype).

Presentations available here: <https://cloud2.zsi.at/index.php/f/519585>

For examples and inspiration on training and mentoring activities, please, see also:

- D1.1 – Guidelines for Hubs - <https://cloud2.zsi.at/index.php/f/543818>
 - Section 6 – Activity catalogue
 - Section 8 Appendix A – Innovative training examples

5.1.2.3 Guidelines for training and training activities outline (OER) – template

After the workshop and the analysis of its results, each hub has to deliver a set of concrete outputs as contribution to deliverable D2.2, which collects the whole co-creation activities outputs.

The “Guidelines for training and OER for the [country/region/sector] Engage4BIO Hub” should be prepared based on the following outline.

Introduction

Please, prepare a short introduction about the campaign following these points.

- Key results of the map and gap analysis and with the Vision and Strategy aspects of the Pathfinder manual (first phase of co-creation process). Note: when reading this output the links and flow from the gap analysis till the training proposed should be clear and linear. – *Max 1 page*
- Participants and engagement approach (participants description with roles, engagement strategy, how the participants contributed to the process, to which part, at which level etc.) – *Max 1 page*
- Description of co-creation activities (preparation, workshop/s, time, method applied) – *Max 1 page*

Guidelines for training and mentoring activities in the [region/sector] Hub

Please, prepare the core guidelines following these points.

- Short introduction on purpose and objectives of the guidelines
- Detailed description of the training core design aspects
- Needs addresses and context
- Links with (bio-based) Hub technology and regional development strategies
- Links with industry and occupations (if relevant)
- Synergies with other Hub activities (withing Engage4BIO or pre-existing)
- Education provider/s involved/to involve
- Collaboration and synergies with other stakeholders
- Learners’ persona
- Learning outcomes and competences mapping
- Instructional design approach/es
- Methods (specific learning activities)
- Creative practices to embed (as per Engage4BIO approach)
- Innovative elements (as per Engage4BIO approach)

Training activities outlines (Open Educational Resources)

Please, provide a more detailed outline of at least 2 co-created training and mentoring activities, in the format that is more appropriate for the type of activity (training curriculum, syllabus, workshop outline, case studies, guidelines for designing services etc.).

For each activity, no matter the type and format chosen, please, indicate also the specific information on the following:

- Synergies with other Hub activities (withing Engage4BIO or pre-existing)
- Education provider/s involved and other stakeholders
- Learners’ persona
- Learning outcomes and competences
- Instructional design approach
- Methods (specific learning activities)

- Creative practices and innovative elements

Annexes

- Workshop agenda
- Registration sheet
- Results of the creative work and process during the workshop, such as canvas and tools used, visuals, photos, multimedia production, testimonials from participants
- Workshop report

5.1.3 Knowledge gain and awareness campaign workshops

- T2.4 Co-creation of local awareness raising, communication campaigns and art events with knowledge gain features linked to the defined bioeconomy vision and strategy, specifically
- Period: Co-creation workshops are to be organized in July-November 2023 (M10-16)

5.1.3.1 Objectives

The specific objectives for this co-creation process are as following.

To prepare and plan the activities for Task 3.3 -Implementation of art events and communication campaigns (M12-M32), including specifically art and design aspects, aiming for broad outreach and emphasizing the integration of humanities/art/design/culture into bio-based economy sectors into training and awareness activities. Predefined formats (e.g. designers for residence, BioDemoLabs) will be used in order to mix the ideas, knowledge, and perspectives of the different quadruple helix stakeholders. Each hub will implement at least 3 co-created activities and 2 from the catalogue.

To prepare and plan the activities for Task 3.4 - Awareness raising campaign (M17-M32) which will involve one big event (i.e DesignWeek, EXPO,...) in each region, two predefined formats from D1.3 (e.g. Bio-Lab Open Doors, Expo and Art festival crossover, further actions targeting the broad public) and two co-created activities, with the aim of ensuring efficient exchange of best practice and engagement of all actors e.g. regional and local authorities, SMEs, civil society organisations including NGOs, University alliances and professionals' associations, knowledge providers, artists, designers and architects.

The current co-creation workshop aims at developing the first draft of a blueprint for awareness raising and communication campaigns targeting a wide audience (series of locally implemented activities including outreach activity) in order to enhance bi-directional knowledge gain tackling local bioeconomy as the core challenge. Based on the visions including communication themes and challenges each hub outlined in the pathfinder manual, these co-creation workshops provide the opportunity for designing outreach activities to spread the word about the phenomenon and significance of bioeconomy in an understandable, appealing manner using out-of-the box solutions integrating art and design approaches. As an output of the given co-creation workshop each hub creates a blueprint of the envisioned two activities using the template described at 5.1.3.3. These drafted blueprints will serve as the

foundation of the implementation activities taking place in WP3 and will be inserted in the regional action plan D2.2.

TASK	Subject of the co-creation activity	Expected output of the co-creation activity
T2.4	<p>Co-creation of a local awareness raising campaign targeting a wide audience in order to enhance bi-directional knowledge gain based on the vision and collaborative strategy approach outlined in the pathfinder manual following the common framework in all hubs, as follows:</p> <ul style="list-style-type: none"> · A draft ideation about the local campaign (series of implemented activities aka 3 activities / hub) each hub is supposed to undertake and finetune during WP3 · A draft idea of 2 outreach activities to target a wider audience aiming to spread the word about bioeconomy · A usage of art and design-based solutions as part of the outreach activities to be more understandable and citizen-friendly · Creating the foundation of the implementation activities taking place in WP3 <p><i>(Note: Your co-creation activity must aim to tackle all these elements which are going to be essential during the WP3 and WP4.)</i></p>	<p>Draft blueprint using the template described at 5.1.3.3 (one per each hub), which</p> <ul style="list-style-type: none"> · is based on and reacts upon the relevant elements of the local vision building (T2.2) · is the first co-created ideation of an awareness campaign with knowledge gain features · is the first draft of future outreach activities targeting wider audience · is the first attempt to apply art and design solutions to inviting creatives to the co-creation process among the stakeholders · serves as the foundation of the WP3 activities (T3.3 and 3.4) and regional action plan.

Who is in charge?

This task is led by MOME and each hub is organising a workshop and delivering an output. Partners involved: TMG, CLIC, UNIPA, WR, ZSI, MET, BZN, APRE, ArtEZ. Each hub has one partner with competences and experiences in co-creation processes. These partners are asked to take the lead in designing the workshops (AT: ZSI, HU: MOME, NL: ArtEZ, IT: APRE, FN: CLIC).

To reach the creative potential of the given co-creation workshops the invitation of artists and designers are highly recommended to each hub.

5.1.3.2 Suggested methods

Here we briefly list the methods, inspirations shared and proposed within and beyond the consortium.

Formats and frameworks for creative co-creation

- Hub Hungary - World café (see Presentations)
- [The social design canvas](#)
- [Framework for Innovation: Design Council's evolved Double Diamond](#)
- [Lucy Kimbell: The social design methods menu](#)
- Hub Education - Design thinking (see Presentations)

Inspiration for art and design-based solution

- Art Laboratory Berlin
- Eva Bubla art
- Hub Austria and Hungary - Prototype Creation
- From Activity catalogue
 - Water Eden – Interactive outreach activity
 - Citizen Science action
 - Maker Sprint
 - Lifelong Learning festival
 - Epale learning podcast
 - Embassy of Sustainable design exhibition at Dutch Design Week

Presentations available here: <https://cloud2.zsi.at/index.php/f/519585>

Activity Catalogue available here: <https://cloud2.zsi.at/index.php/f/566687>

Further inspirations available in the document *T2.4 - Inspirations for art and design-based activities*, available in the Templates folder.

Preparation for the co-creation workshop and using the template

- Refresh the memories about stakeholders, outreach activities, art and design features based on the M&G analyses.
- Check out and select the relevant communication themes identified at the vision building workshop and in the pathfinder manual.
- Based on the M&G and the Vision building, list the potential target groups of previous and future outreach activities.
- Invite designers, artists, art institutions to the current co-creation workshop.
- Get inspired by the suggested activities of the consortium and the external art and design-based references and creative formats.
- It is highly recommended to use the blueprint template (see following paragraph) during the workshop process, so the planning and ideation can happen based on the categories of the template and jointly with the invited stakeholders.

Tips for the co-creation workshop

- 1) Intro: Outline the context of the co-creation workshops, what are the goals, how this workshop is related to other planned activities, and workshop series
- 2) Where we are in the process
- 3) What is the output?
- 4) What are the next steps?
- 5) How can the stakeholders contribute?

5.1.3.3 Knowledge gain, awareness raising and communication campaign – template

After the workshop and the synthesis of its results, each hub has to deliver the second contribution to deliverable D2.2, which collects the outputs of the whole co-creation activities. The synthesised blueprints will be the part of the D.2.2. and will contribute to the regional action plan. The blueprint drafts will be used as bases to create Art and Design-based solutions and implementation in WP3. Also, the blueprints will help to design and elaborate further the campaigns each hub is supposed to realize by implementing 5 activities.

Introduction – 1/2 pages max.

Please, prepare a short introduction about the campaign following these points.

- Key relevant elements from the Pathfinder manual and how these elements were used to create the blueprint (*Note: this short paragraph should create a clear link/bridge with Pathfinder manual delivered by each hub*).
- Participants and engagement approach (participant description with roles, engagement strategy, how the participants contributed to the process, to which part, at which level etc.).
- Description of co-creation activities (relevant information integrated from the workshop report).

Campaign blueprint

The “Blueprint for awareness campaign of the [country/sector] Engage4BIO Hub” should be prepared using the template in digital or in printed format, which describes the overall campaign and the various linked activities (awareness raising and art events and communication). The template is available in the folder Template: *e4b_WP2_WSGuidelines_T24_Campaign_blueprint*.

- List the gaps from the M&G linked to outreach activities, target groups, awareness raising etc.
- List the identified communication themes collected during the vision building.
- Insert the most relevant items to the template based on the co-creation process.
- Based on the already existing information envision jointly with the stakeholders a future campaign and identify the goal, target of the campaign then design the action items (4 activity which has to be implemented as part of the campaign during WP3).
- Start designing two Art&Design based awareness activity and use the template as a guidance.
- Specify the Art&Design elements of the activities, just like the core message and the creative communication aspects.

Note – You can use the template during the co-creation workshop by printing it out in A/2 size and have the stakeholders to fill out and ideate by following the guiding categories of the template. You can also decide not to use the template during the workshop but part of a syntheses you will fill out in the word format is part of the blueprint template.

Annexes

- Blueprint template in Word format
- Blueprint template in pdf (for print)
- Workshop agenda
- Registration sheet
- Results of the creative work and process during the workshop, such as additional canvas and tools used, visuals, photos, multimedia production, testimonials from participants
- Workshop report

5.1.4 Innovative Governance models workshops

- T2.5 Co-creation workshops on innovative governance models, supporting regional innovation, linked to the defined bioeconomy vision and strategy.
- Period: July-November 2023 (M10-16)

5.1.4.1 Objectives

The main objective of this step in the co-creation process is to address and find ways on how to improve the management and coordination of the regional bio-based innovation processes and how to ensure inclusiveness and engagement of all domains and relevant partners.

The topic is broad and can be applied differently in the E4B hubs, varying from the design of a new structure or an improved innovation ecosystem, towards the definition of small measures or projects to improve some of the aspects, as enhancement of the capabilities and the engagement of partners, or the collaboration among partners.

What is Innovative Governance?

Governance capacities are understood as the collection of **structures, processes, and capabilities**.

Innovative governance is needed to ensure a new frame of mission driven innovations and the transformation process towards regional bio-economies and for these processes to be seen as a collective responsibility and collaborative effort. In fact, all domains are needed in the quadruple helix interplay: public and private sector, knowledge domain, society.

Structures

- Organization of the regional innovation ecosystem.
- Quadruple helix interplay – connect the domains.
- Connect the Value Chain.
- Set up support services, intermediate organizations, and create facilities.

Processes

- From vision to implementation.
- From ideas to innovations and new applications.
- From biomass or waste to sustainable carbon neutral resources for different sectors to manufacture consumer products, to transform from fossil based to biobased and to circular economies.

Capabilities

- Understand the needs for transition, put the mission central in the strategy of the region and in the strategy of committed organizations.
- Make the strategy operational, at the level of committed partner organizations and at the level of the region.
- Collect and attract resources for the transition from all domains.
- Capacities, Human capital.
- Finance, funding, investment.
- Knowledge, research, learning, education.

- Create dynamics.

Workshop set-up: discuss and design innovative governance capacities

As for the workshop's participants, the suggested stakeholders are as follows.

- Regional partners from quadruple helix network, all domains should be represented.
- Persons responsible for strategic management of working on transition towards a regional circular bioeconomy (regional public partner, local administration, knowledge partner responsible for strategy on valorization and programs on research and innovation, private sector representatives, cluster organizations and/or regional development agencies)
- Persons who are active with the operational aspects to implement regional smart specialization strategies, circular bio-economy strategies, and who are actively supporting the innovation processes in the region.

The sessions of the workshops should tackle the following core aspects.

- Discuss current regional organization and management the transition to a bio-economy - starting point Map and Gap analysis regional development. Co-creation methods: discussion techniques, create an overview of gaps and group around structures, processes, and capabilities, starting point for design phase.
- Development of vision on or design of the process of organization and management of the transition
 - Create conditions for innovation, smart specialization, mobilization of partners and for initiative and dynamics, from the perspectives of public sector, private sector, knowledge domain, civil society, and intermediate organizations.
 - Completing and upscaling of the innovation ecosystem; what are missing elements, organizations, and partners?
 - Collection and mobilization of resources for the transition: knowledge, financial means, capacities, and capabilities.
 - Accelerating the development and implementation of the circular bioeconomy.
 - Responsibilities and tasks; co-ordination and collaboration.
- Definition and selection of measures, initiatives, or arrangements to improve or complete the regional governance.
 - Enhance engagement.
 - Enhance alignment.
 - Tasks and responsibilities.
 - Improve collaboration.
 - Enlarge the resources available.
 - Create collaborative working space (Community of Practice, Living Lab ...) to experience innovative governance.

Who is in charge?

This task is led by WR. ArtEZ and all partners contribute, and each hub is organising a workshop and delivering an output.

Contacts of task leader for general support:

- Remco Kranendonk - remco.kranendonk@wur.nl
- Alwin Gerritsen - alwin.gerritsen@wur.nl

5.1.4.2 Suggested methods

Here we briefly list the methods shared and proposed within the consortium for the Innovative Governance co-creation workshops.

- Hub IT – Innovative governance models
- Hub FI – Innovative governance models principle – Open innovation
- Hub HU – Innovation game and future thinking
- Hub Education (EAEA) – Role-playing with predefined scenario

Presentations available here: <https://cloud2.zsi.at/index.php/f/519585>

5.1.4.3 Innovative governance models - template

After the workshop and the analysis of its results, each hub has to deliver the last contribution to deliverable D2.2, to present their proposed innovative governance model/s.

Examples of potential outcomes are development of a road map for improving the regional management; definition of directions of completing the regional innovation ecosystem; development of new ways of collaborative working; new collaborative initiatives and/or agreement on principles of good governance and guidelines for regional operators and innovation developers on innovative governance models supporting particularly balanced regional potentials and innovation. An important aspect is also the co-creation of feedback loops to the respective representatives in the regions and hubs (D2.2).

The “Innovative Governance models for the [country/sector] Engage4BIO Hub’ should be prepared based on the following outline.

Introduction

Please, prepare a short introduction about the proposed/co-created innovative governance models and approaches based on the following points - Max 2 pages.

- Key results of the map and gap analysis and with the Vision and Strategy aspects of the Pathfinder manual related to innovative governance.
- Participants and engagement approach (participants description with roles, engagement strategy, how the participants contributed to the process, to which part, at which level etc.).
- Description of co-creation activities (preparation, workshop/s, time, method applied).

Innovative governance models for the region

Please, describe the identified/co-created approaches following these points.

- Structures: description of organizational and co-ordination aspects of regional governance.
- Processes: description how the regional network is supporting the processes of innovation, valorization, and implementation processes
- Capabilities: description how the region will enhance capabilities for transformation towards circular regional bio-economies.

Annexes

- Workshop agenda
- Registration sheet
- Results of the creative work and process during the workshop, such as canvas and tools used, visuals, photos, multimedia production, testimonials from participants.
- Workshop report

5.2 Templates

In this section, we provide a list of templates to be used for the organisation of each workshop.

5.2.1 Stakeholder mapping

This is an internal template to support the stakeholder mapping and recruitment process, as well as to keep track of the involved organisations, till the end of the activities.

Please, see enclosed Excel file – Annex 5.2.1

5.2.2 Agenda

Please, see enclosed Word file – Annex 5.2.2

5.2.3 Invitation

Please, see enclosed Word file – Annex 5.2.3

5.2.4 Information sheet

This sheet needs to be delivered to participants at invitation time (before the workshop) together with the Consent form to be signed. Please, integrate the Information sheet in all the parts marked in yellow, with the information of your activity, specific purposes, contacts etc. If relevant and when participants are expected to be the same, you can also prepare 1 information sheet for the whole co-creation process, with activities, dates and locations of all the workshops at once.

Please, see enclosed Word file – Annex 5.2.4

5.2.5 Registration form and Registration sheet

The form is indicative of the relevant information for an organiser. Please, adapt it to your specific needs, if relevant, and include the Data Protection Disclaimer (see D5.3 – Data Management Plan).

The sheet is to be used to register participants attendance on the day of the workshop, with signature. Please, use this template to deliver also the Participants list as Annex to the Workshop report in Word format (no need to send the scanned signed sheet to the Task leader and Coordinator, unless requested).

Please, see enclosed Word file – Annex 5.2.5

5.2.6 Moderation sheet and event script

This is an internal template to support the preparation and conduction of the live activities (workshops).

Please, see enclosed Excel file – Annex 5.2.6

5.2.7 Rapporteur template

This is an internal template that serves for briefly reporting live during the event and for collecting notes and important points to prepare the final report and the main output of each workshop (vision, training, campaign, governance model). Each rapporteur should compile the template for each session in 1 or 2 pages.

Please, see enclosed Word file – Annex 5.2.7

5.2.8 Workshop report

This template serves for briefly reporting on the workshops and any other activity with stakeholders for the definition and co-creation of the Hub actions for Engage4BIO. Please, keep the report within 4 to 6 pages, excluded Annexes.

The report should be delivered to the Task Leader (WS1 – BZN, WS2 – EAEA, WS3 – MOMÉ, WS4 - WU and WP2 Coordinator - EAEA) by 1 month after the workshop, together with the relevant output for each activity (please, see section 5.1 – Workshops concepts and outputs).

Please, see enclosed Word file – Annex 5.2.8

5.2.9 Article for communication channels

This template serves for briefly presenting the core take aways of each workshop and related results (vision, training, campaigns, governance).

Each hub should prepare 1 article of about 0.5 page for each step of the co-creation process: each workshop/output pair.

The article template is included in the Workshop report template and it has to be delivered together with it.

Please, see enclosed Word file – Annex 5.2.8



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