

# Co-creation in the context of sustainable cities: concepts, challenges and prospects

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## Questions and answers

**Co-creation is intended to be inclusive, with a participatory approach involving the various stakeholders. Is there a methodological reference guide for co-creation processes?**

In the dynamics of citizen participation in Morocco, reflection and practices have shown that the players place more emphasis on the concept of "co-decision" than on that of "co-creation", referring to decision-making processes in which the institutional player and the association player design, draw up and implement decisions or project ideas (as in the case of participatory budget experiments). In this context, a guide and tools have been developed by the Direction Générale des Collectivités Territoriales, aimed in particular at local authorities. As far as co-creation is concerned, as part of the Tadafor project (Morocco), in addition to training courses on the subject for local authority staff and associations, we are in the process of drawing up two complementary guides: one on co-creation and the other on inclusion in co-creation. Once these guides have been finalised and validated by the project partners, we will be able to share them with other interested parties, especially civil society.

**Does multi-stakeholder dialogue enable each stakeholder (NGOs, government, direct stakeholders, local authorities, etc.) to take responsibility throughout the process?**

In our experience, multi-stakeholder dialogue promotes the empowerment of stakeholders throughout the co-creation process, provided that certain principles are respected, such as: transparency, inclusion, sharing a common vision, establishing regular communication, perceiving mutual benefits, formal commitment, adaptability, leadership and coordination.

For example, it is important that roles and responsibilities are clarified through open and transparent discussions, that inclusion ensures that all voices (women, young people, people with disabilities, etc.) are heard, that formal commitments reinforce accountability, that adaptability enables responses to changing needs and circumstances, and that leadership facilitates collaboration and coordination between stakeholders.

Capacity for action is maximised when knowledge, resources, leadership and structure are pooled.

**Is there a policy instrument that requires local development players to commit to development projects in Morocco?**

The political instrument in this case is the promotion of participatory democracy as a set of tools and procedures to overcome the constraints linked to the participation of certain actors (such as young people and women) in local development in particular.

More specifically, the development plans of local authorities (communes, provinces, regions) must be drawn up in collaboration with local players: CSOs, citizens, private sector.... This is

also the case for the participatory instruments required by law, such as consultative bodies and forums for dialogue and consultation open to citizens and civil society organisations.

**What difficulties have been encountered in Morocco in applying the co-creation methodology to some of the projects highlighted?**

Considerable efforts have been made in recent years to promote citizen participation across the board, and to give practical meaning to the various mechanisms and tools deployed through legal provisions adopted for this purpose. However, there are still a number of constraints which reduce the effectiveness and efficiency of the mechanisms put in place. In this context, the application of the co-creation methodology, and more generally the co-decision processes, comes up against a number of difficulties, in particular a fairly limited culture of co-creation, a certain resistance to change, particularly in relation to the rise of civil society players and the sharing of decision-making spheres and the legitimacy of decision-making processes. The issue of inequality and accessibility to resources, skills and knowledge also represent huge challenges to be overcome, hence the importance of current capacity-building and practical support initiatives for stakeholders.

**What is the role of local authorities in the Moroccan context?**

- Supporting processes and facilitating their implementation
- Coordinating the efforts of all players ;
- Mobilising the community ;
- Mobilise the various stakeholders;
- Ensuring safety ;
- Ensuring consistency with the legislative and regulatory framework ;
- Ensuring sustainability.