**Sustainable Cities Platform**

**Belgium** partner in development

# Co-creation in the context of sustainable cities

**Concepts, challenges and prospects**

7 September 2023

# Interprétation / interpretation / interpretación
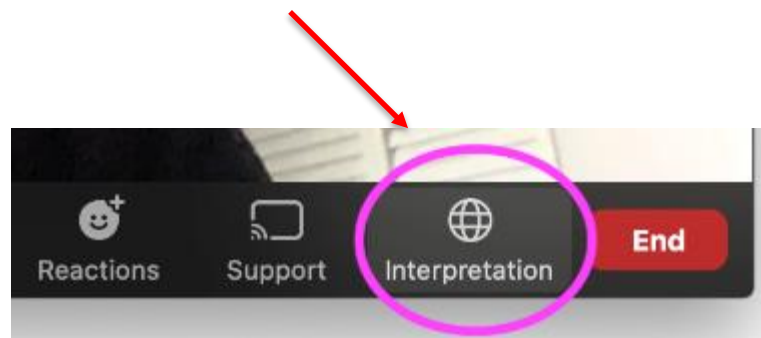
## FRENCH

The webinar has simultaneous interpretation in French, English and Spanish. To access it, please click on the planet icon in the toolbar at the bottom of the page and select your language.

## ENGLISH

The webinar will be simultaneously interpreted into French, English and Spanish. To access it, please click on the planet icon in the toolbar at the bottom of the page and select your language.

## SPANISH

The web seminar will be interpreted simultaneously in French, English and Spanish. Para acceder a él, haga clic en el icono del planeta de la barra de herramientas situada en la parte inferior de la página y seleccione su idioma.

# SUSTAINABLE CITIES" PLATFORM

**VVSG**

Association of Towns and Municipalities of Flanders

**BRULOCALIS**

Association of Towns and Municipalities of Brussels

**UVCW**

Association of Towns and Municipalities of Wallonia

**RIKOLTO**

NGO

**ECHOS COMMUNICATION**

NGO

Study "Non-Western visions of the sustainable city".

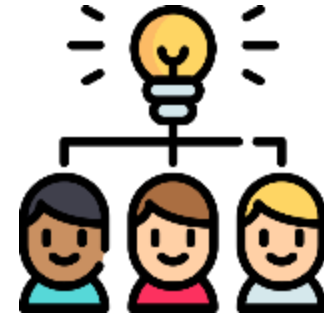Newsletter

# A series of 3 seminars

**07/09**
First session: principles, challenges, concepts and prospects

**28/09**
Second session: practical application and exchange of experience

**16-20/10**
Third session by language group: mapping needs, strengths and weaknesses

# Speakers



- **Mariela Wismann**, Director of the Good Food for Cities programme in Latin America, Rikolto



- **Amal Erragh**, Territorial Coordinator, Enabel in Morocco



- **Hélène Lambert**, Project Manager for citizen participation, gender equality and social inequalities, Enabel in Morocco

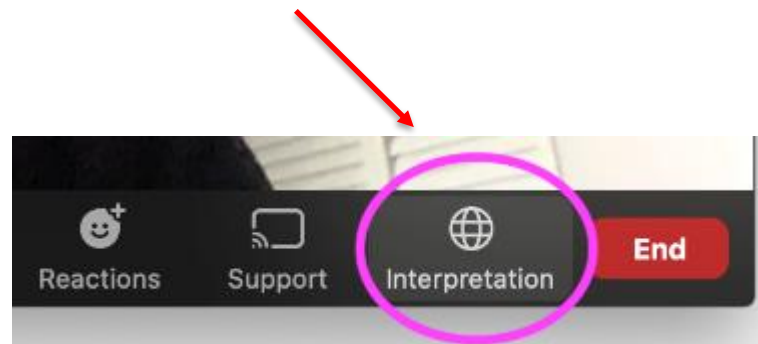# Interprétation / interpretation / interpretación

## FRENCH

The webinar has simultaneous interpretation in French, English and Spanish. To access it, please click on the planet icon in the toolbar at the bottom of the page and select your language.

## ENGLISH

The webinar will be simultaneously interpreted into French, English and Spanish. To access it, please click on the planet icon in the toolbar at the bottom of the page and select your language.

## SPANISH

The web seminar will be interpreted simultaneously in French, English and Spanish. Para acceder a él, haga clic en el icono del planeta de la barra de herramientas situada en la parte inferior de la página y seleccione su idioma.

# Multistakeholder co-creation

## facilitation for future-proof food systems

By Mariela Wismann - Rikolto

# Rikolto's Good food for Cities programme
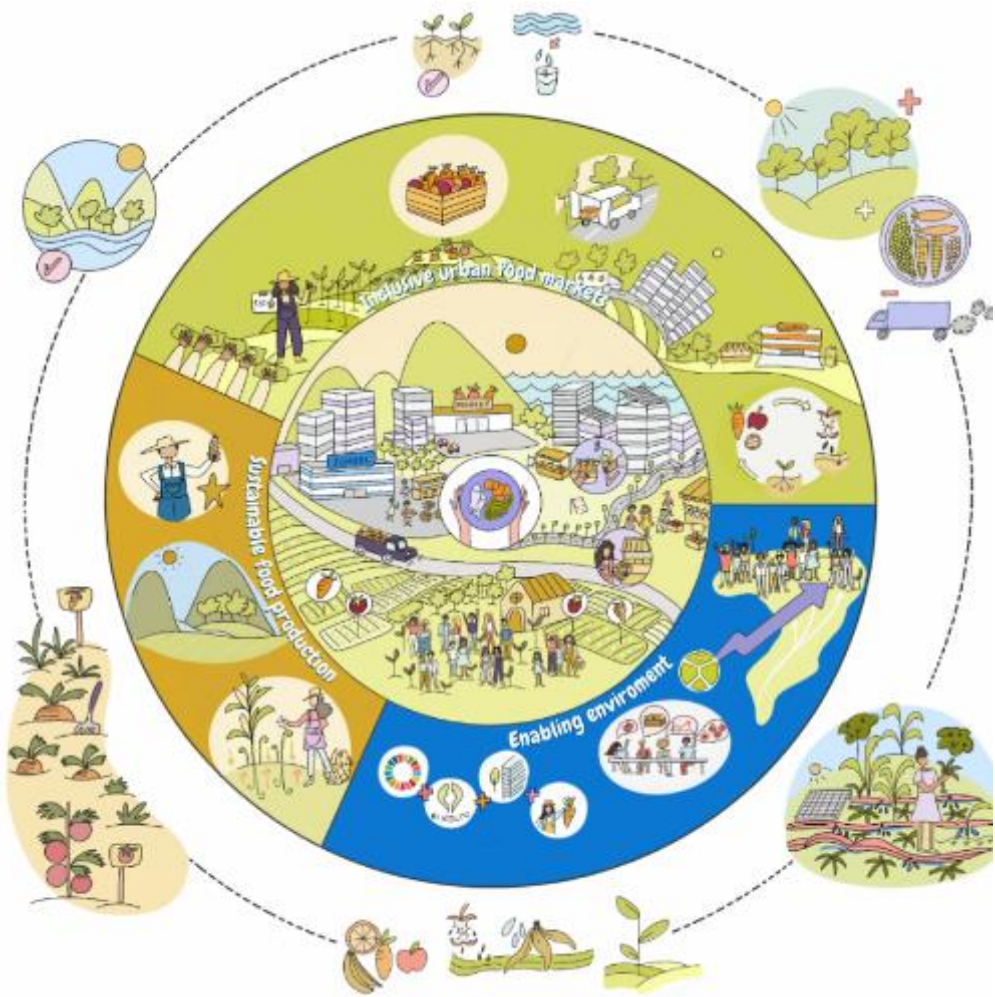


> We catalyze **collective action** among local food system actors to achieve urban food environments and food chains that facilitate healthy, sustainable and nutritious diets for **all citizens** as part of resilient and inclusive food systems at the city and regional levels.

# Unlocking the power of...

To achieve sustainable incomes for farmers while producing nutritious and affordable food for all.

To create innovative ways to access, distribute, and produce quality, nutritious food so that no one is left behind.

To broaden the scope of our work, expanding our collaborations

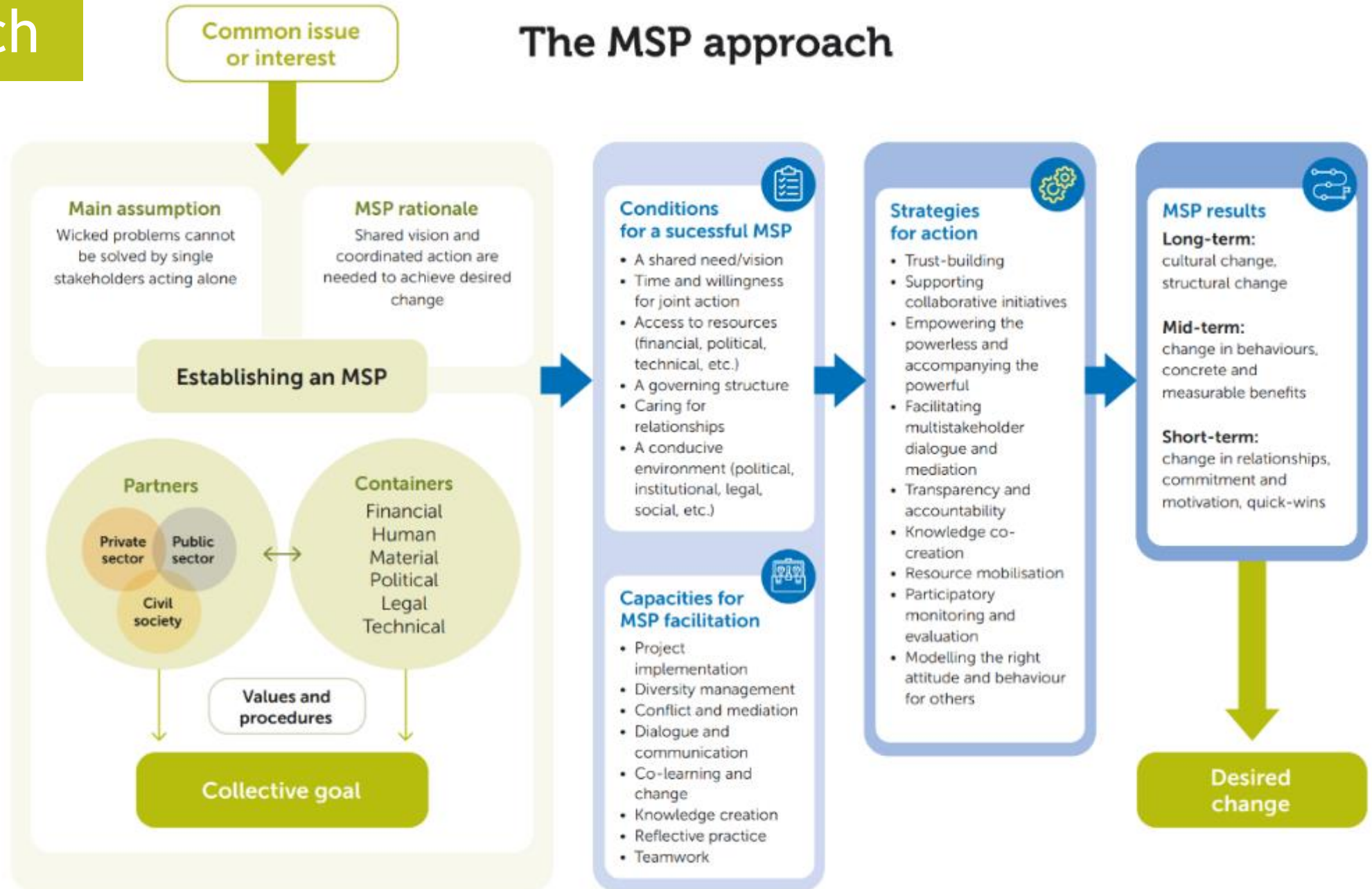To create more opportunities for greater impact and change.

# Co - creation

## Our approach

### The MSP approach

**Common issue or interest**

**Establishing an MSP**

**Main assumption**
Wicked problems cannot be solved by single stakeholders acting alone

**MSP rationale**
Shared vision and coordinated action are needed to achieve desired change

**Partners**
- Private sector
- Public sector
- Civil society

**Containers**
Financial
Human
Material
Political
Legal
Technical

**Values and procedures**

**Collective goal**

**Conditions for a sucessful MSP**
- A shared need/vision
- Time and willingness for joint action
- Access to resources (financial, political, technical, etc.)
- A governing structure
- Caring for relationships
- A conducive environment (political, institutional, legal, social, etc.)

**Capacities for MSP facilitation**
- Project implementation
- Diversity management
- Conflict and mediation
- Dialogue and communication
- Co-learning and change
- Knowledge creation
- Reflective practice
- Teamwork

**Strategies for action**
- Trust-building
- Supporting collaborative initiatives
- Empowering the powerless and accompanying the powerful
- Facilitating multistakeholder dialogue and mediation
- Transparency and accountability
- Knowledge co-creation
- Resource mobilisation
- Participatory monitoring and evaluation
- Modelling the right attitude and behaviour for others

**MSP results**
**Long-term:** cultural change, structural change

**Mid-term:** change in behaviours, concrete and measurable benefits

**Short-term:** change in relationships, commitment and motivation, quick-wins

**Desired change**

*Facilitating a multi-stakeholder process (MSP) is both an art and a science. There are some common steps and methods that lead to the establishment of a multi-stakeholder process. At the same time, facilitating a multi-stakeholder process is highly contextual and needs to be done flexibly to respond to unexpected dynamics (which will always arise!) Enjoy the journey!*

*Iñigo Retolaza Eguren*

# A training & toolkit on MSH partnerships



**Multistakeholder dialogue facilitation**
Support dialogue and meeting setups to steer an MSP towards collective solutions.

**Systems thinking**
Understand how a complex system such as a food system works.

**Shared vision & collaboration**
Develop the MSP vision and purpose in a common Theory of Change, used as a roadmap for all stakeholders.

**Stakeholder engagement**
Learn to analyse stakeholders and to design strategies that engage all actors, including marginalised voices.

**Learning and change**
Understand how social change happens and adapt the MSP for staying relevant in a changing environment.

**MSP governance system**
Design the MSP governance systems with spaces for participation and decision-making, and clear roles and responsibilities

CONCEPTS · TOOLS · ATTITUDES

Multistakeholder process facilitation
A toolkit
rikolto

# Systems thinking

A fundamental perspective that helps us understand and navigate a context in which various **actors and factors interact in known and unknown ways**: the typical MSP context.
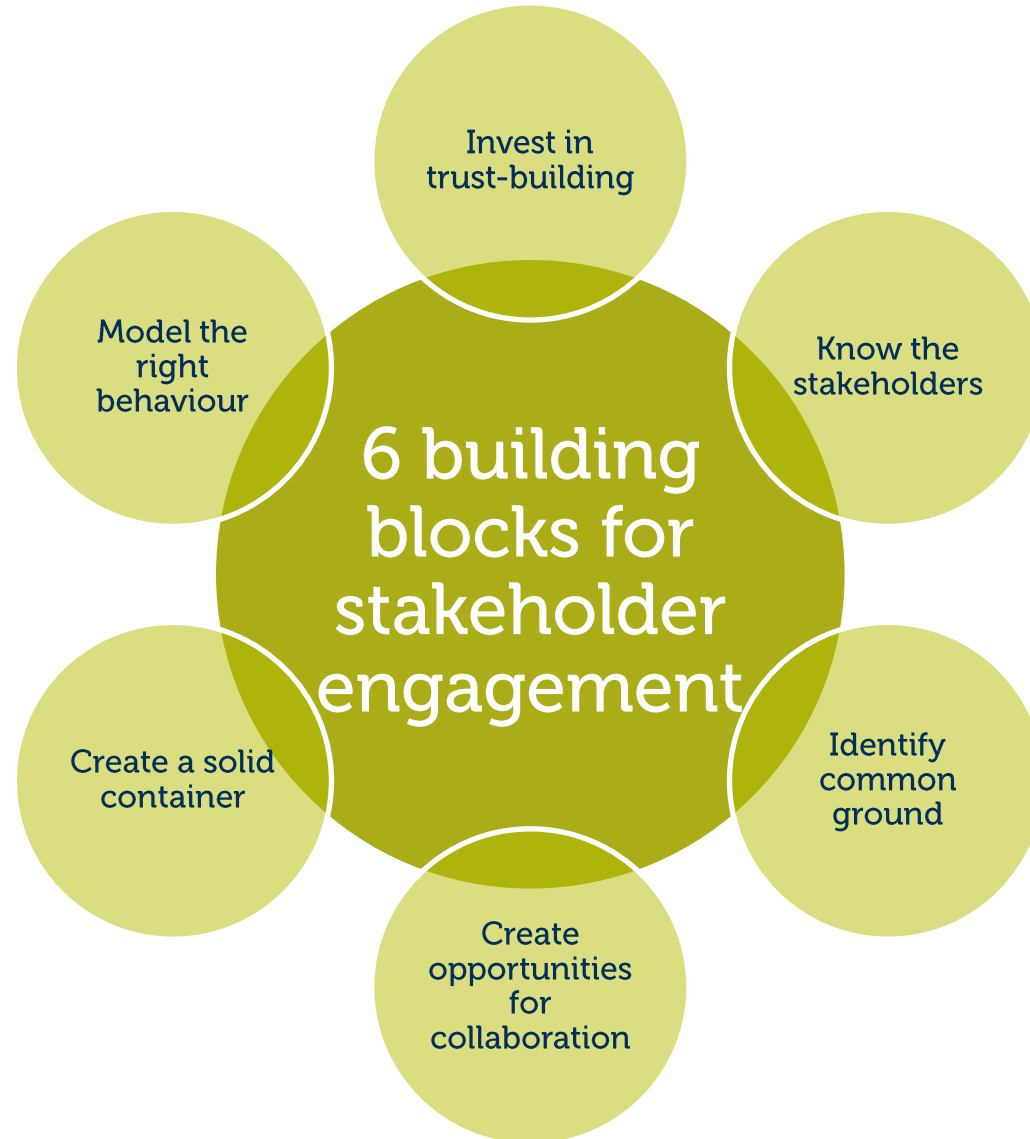
## Shared vision

- As we interact with all stakeholders, it is critical to develop a shared vision: a particular future or desired change. This shared vision will be the common ground for a diverse group of stakeholders to work together and will be what holds them together.

- A common way to articulate such a shared vision is through a **Theory of Change (ToC).**

- Keep in mind that a shared vision:
  - ✓ Has a common starting point.
  - ✓ Connects
  - ✓ Is value-driven.
  - ✓ Generates commitment.
  - ✓ Is inclusive.
  - ✓ It inspires.
  - ✓ It is responsive.

# Multi-stakeholder governance

➢ A shared vision is not enough.

➢ We need to figure out **how to work together**, who makes decisions, and how to manage conflict.

➢ The governance system is a mix of predetermined (fixed) and dynamic (emergent) structures and interaction processes.

➢ Throughout the process, a **co-creation** governance system should consider three main actions in its functioning: i) dialogue and decision making, ii) joint implementation of activities, iii) monitoring and participatory learning.

A generic example of a governance system with basic governing bodies

General assembly (all stakeholders participate)

Steering Committee

Technical secretariat

WG1    WG3    WG5

WG2    WG4
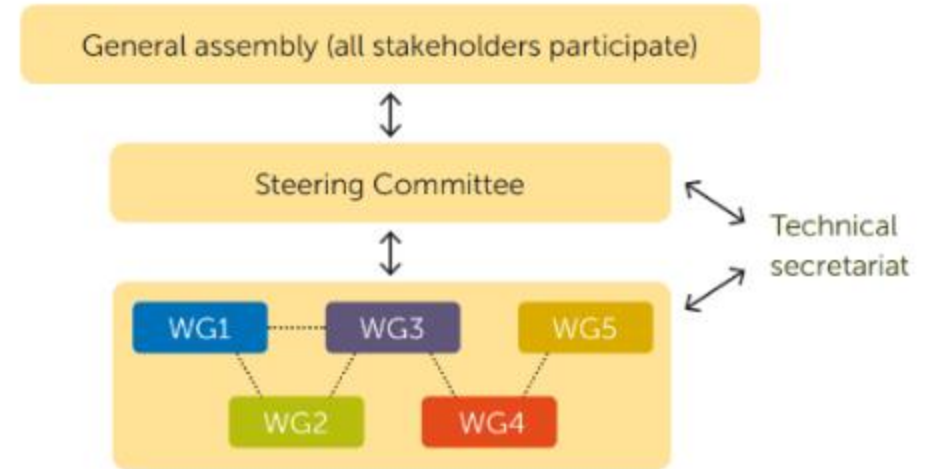
# Learning and change

> Working together with other stakeholders to overcome a major challenge is a journey that is built d by day. It is important to support reflection and learning among stakeholders.

> This continuous spiral of active learning should lead them to questi the status quo, find new solutions a implement them to contribute to systemic change.

> Individual, group and societal learni

Concrete experience
(doing/having an experience)

Reflective observation
(reviewing/reflecting on the experience)

Abstract conceptualization
(concluding/learning from the experience)

Active experimentation
(planning/trying out what you have learned)

Source: Retolaza 2011, Kolb 1984
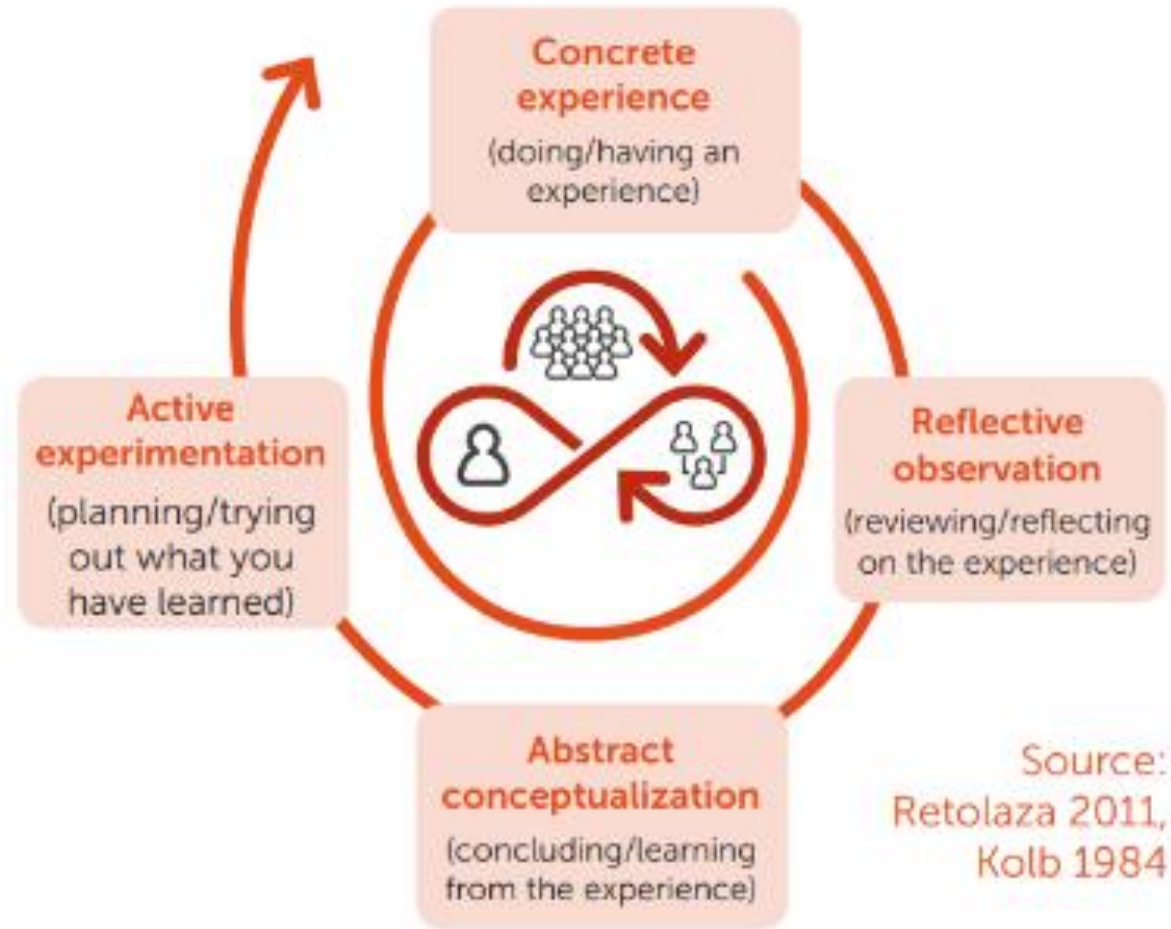
# Multi-stakeholder dialogue facilitation



Dialogue...

> Is at the **heart of** any co-creation process.
> Enables stakeholders to learn about each other's perspectives, uncover assumptions, find common ground, and open the door to unimaginable futures.
> Is an **art** that requires empathy, compassion, and self-awareness.

Depending on the context, consider:

> Involving an **external facilitator.**
> Maintaining a clear **separation of roles** (process-focused vs. content-focused)
> **Rotating** the facilitation role among co-creation members.
> **Co-facilitating** with someone from another organization (usually another Steering Committee member)

# Ready to explore the toolkit!



https://rikol.to/mspeng

https://rikol.to/mspfr

https://rikol.to/mspsp

¡Gracias!



www.rikolto.org/latinoamerica

# rikolto

## ¿Qué comeremos mañana?

Síguenos en redes (español)

rikoltola

# Co-creation in Morocco

*An approach adapted to local conditions to encourage participative, multi-stakeholder territorial development.*

**September 2023**

تضافر

Tadafor

برنامـج دعـم المشاركـة المواطنـة

Programme d'appui à la participation citoyenne

# Moroccan context: diversity and complexity

**Cultural, linguistic and geographical diversity**

**Political context**

**Participation and** inclusion

# A flexible approach to territorial co-creation

# A flexible approach to territorial co-creation

## Examples of integrating the citizen at the heart of the co-creation process

**1**

### Redevelopment of Place Jemaa El-Fna, Marrakech



**2**

### Design Thinking - Tadafor project

A co-creation process based on:

- The diversity of stakeholders;
- Cultural adaptation;
- Inclusive consultation;
- The importance of local solutions.

## Challenges

- Low level of mutual trust between associations and local authorities

- Poor understanding of the concept of co-creation

## Solutions

- Strengthening professional relations and trust between associations and local authorities;

- Spreading the co-creation culture: awareness-raising, training and coaching

# Keys to the success of territorial co-creation in Morocco

**Transparency and** communication

**Innovation and** experimentation

**Diagnosis and understanding of** needs

**Continuous assessment and** learning

Shared **vision**

Stakeholder **engagement**

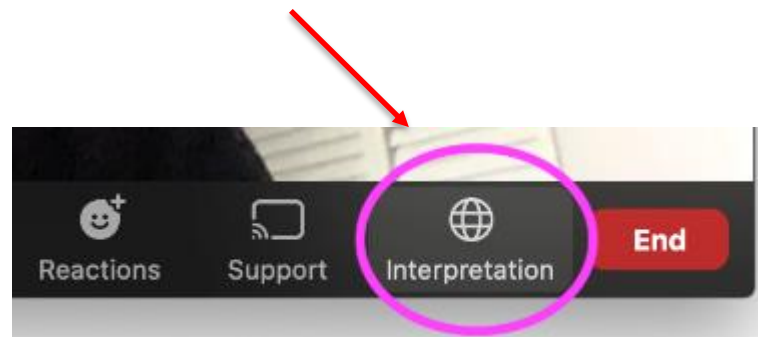# Interprétation / interpretation / interpretación

## FRENCH

The webinar has simultaneous interpretation in French, English and Spanish. To access it, please click on the planet icon in the toolbar at the bottom of the page and select your language.

## ENGLISH

The webinar will be simultaneously interpreted into French, English and Spanish. To access it, please click on the planet icon in the toolbar at the bottom of the page and select your language.

## SPANISH

The web seminar will be interpreted simultaneously in French, English and Spanish. Para acceder a él, haga clic en el icono del planeta de la barra de herramientas situada en la parte inferior de la página y seleccione su idioma.

**Meeting the challenges of inclusion in the co-creation of citizen participation processes in Morocco**

**September 2023**

# The challenges of inclusion in co-creation

Citizens, key participants in co-creation in the public sector.

**Challenges**: those most affected by inequalities find it difficult to get involved in co-creation processes.

Strategies must be put in place to reorganise existing power relationships and ensure that everyone can participate actively.

# The Tadafor project

Renforcer la participation de la société civile dans l'élaboration, le suivi et l'évaluation des politiques publiques nationales, régionales et locales.

**42 mois** (2022 – 2025)
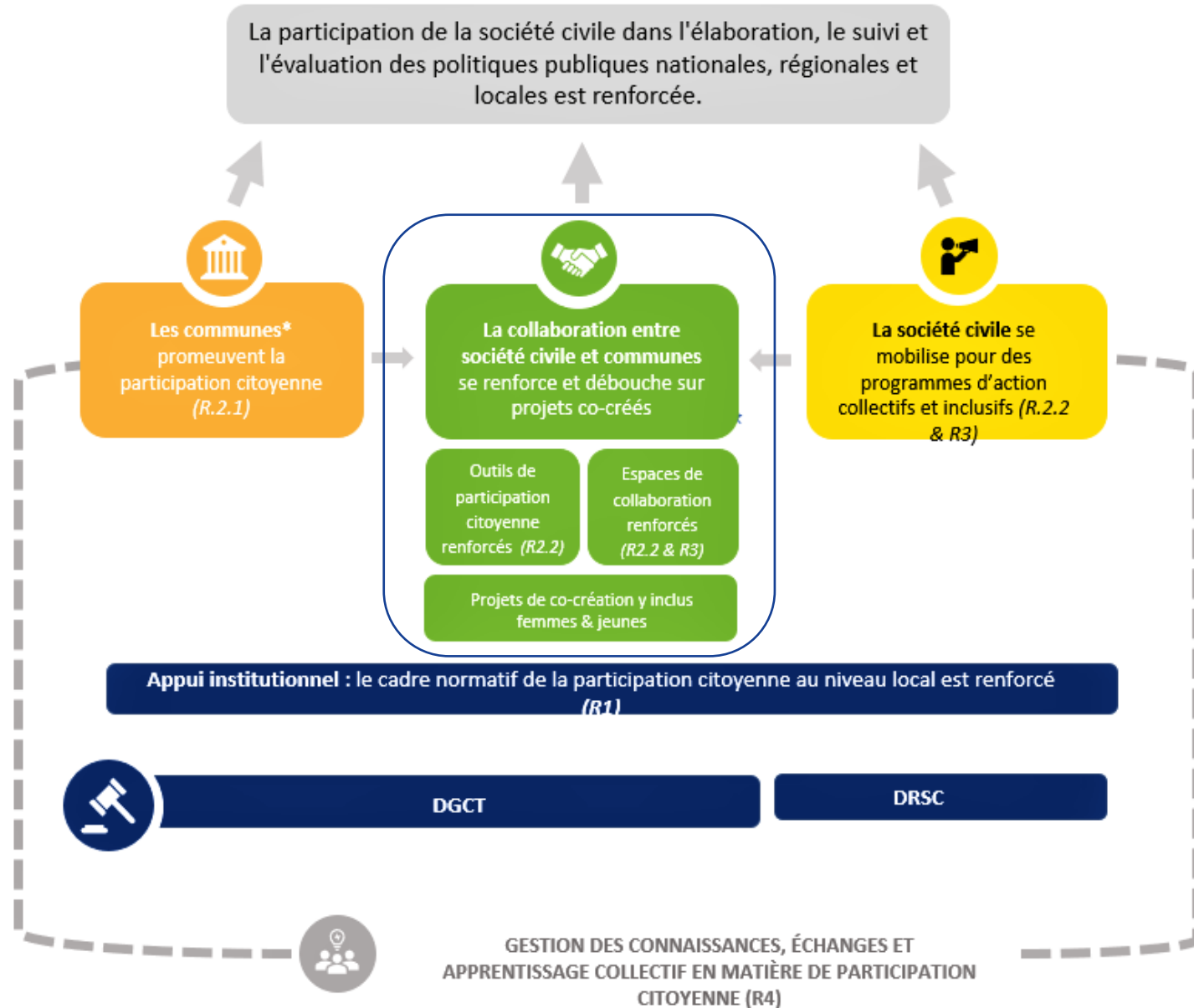
**7** millions d'euros

- Casablanca-Settat
- Oriental
- Souss-Massa
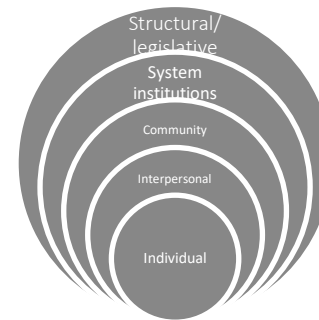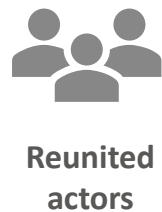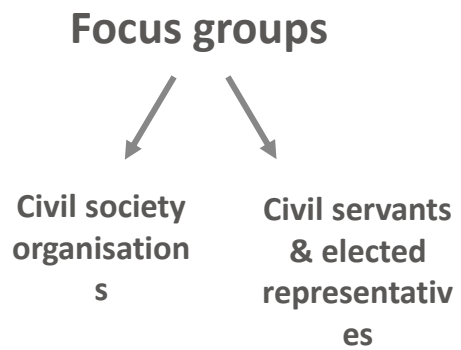- Tanger-Tétouan-Al Hoceima
- Béni Mellal-Khénifra

- Organisations de la Société Civile
- 60 communes
- Citoyen.ne.s
- Pôles d'excellence

# Tadafor: theory of change



La participation de la société civile dans l'élaboration, le suivi et l'évaluation des politiques publiques nationales, régionales et locales est renforcée.

Les communes* promeuvent la participation citoyenne (R.2.1)

La collaboration entre société civile et communes se renforce et débouche sur projets co-créés

La société civile se mobilise pour des programmes d'action collectifs et inclusifs (R.2.2 & R3)

Outils de participation citoyenne renforcés (R2.2)

Espaces de collaboration renforcés (R2.2 & R3)

Projets de co-création y inclus femmes & jeunes

Appui institutionnel : le cadre normatif de la participation citoyenne au niveau local est renforcé (R1)

DGCT

DRSC

GESTION DES CONNAISSANCES, ÉCHANGES ET APPRENTISSAGE COLLECTIF EN MATIÈRE DE PARTICIPATION CITOYENNE (R4)

# Inclusion in co-creation - the case of Tadafor

**What are the obstacles and levers to the inclusion of women and young people in civic participation?**

| Diagnostic study | → | Presentation and enhancement of results | → | Recommendations | → | Strategies |

**Focus groups**

Civil society organisations

Civil servants & elected representatives

Reunited actors

Structural/legislative
System institutions
Community
Interpersonal
Individual
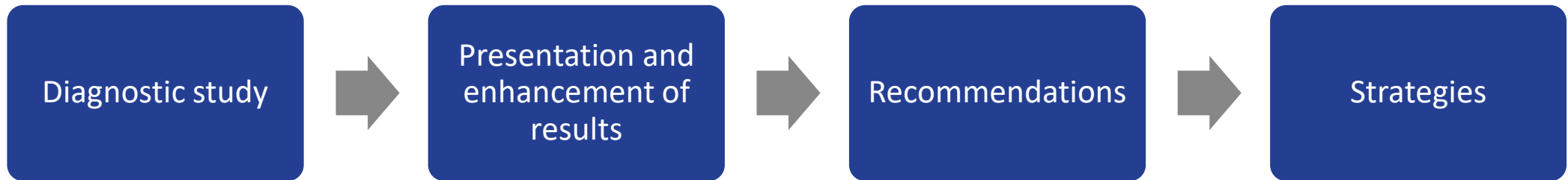
# 1. Inclusive communication

**What is the aim?** Informing different groups of women and young people about citizen participation and co-creation processes and tools is essential to encourage their involvement in these processes.
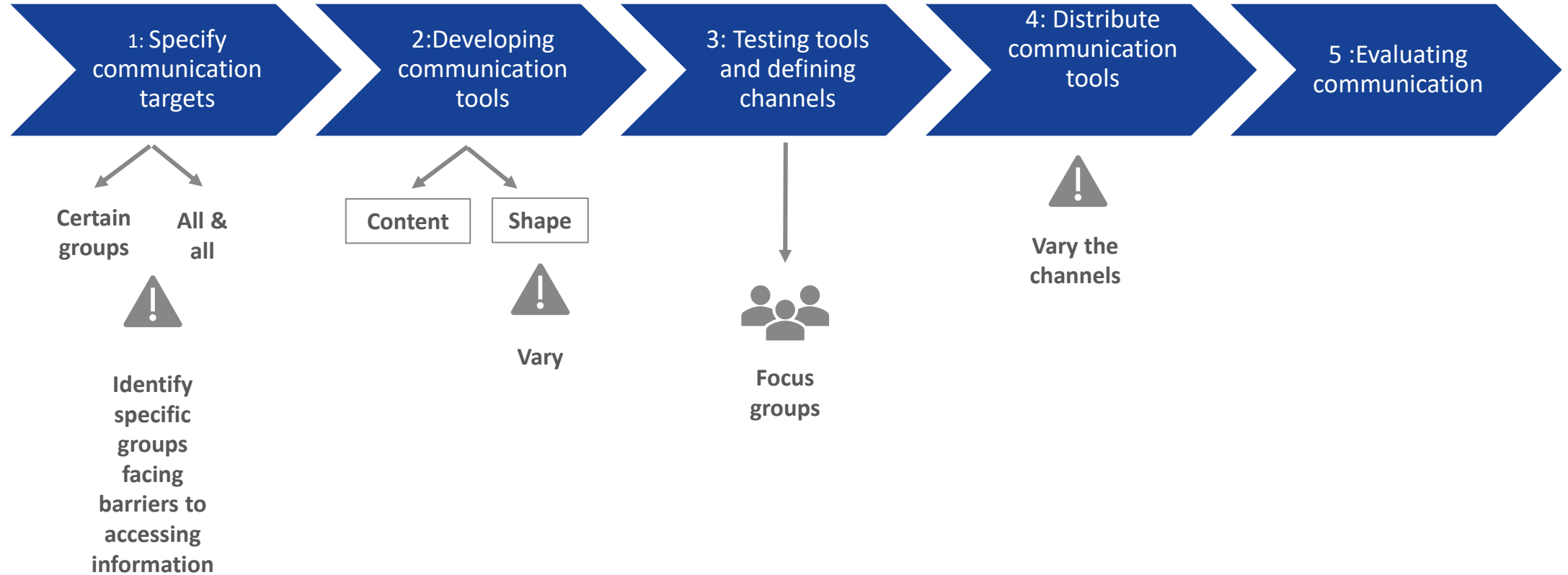
**Context ?** The methods and strategies described in this factsheet can be applied, for example, to communicate on :

- Holding a co-creation event such as a public consultation;

- A call for applications to join a youth council or neighbourhood committee;

- The existence of tools for citizen participation, such as an online platform.

**Who is responsible for communication?** The local authority, the province, the prefecture, the region, consultative bodies, civil society organisations, citizens, etc.

# 1. Inclusive communication

| 1: Specify communication targets | 2: Developing communication tools | 3: Testing tools and defining channels | 4: Distribute communication tools | 5: Evaluating communication |
|---|---|---|---|---|

**Certain groups** — **All & all**

⚠

**Identify specific groups facing barriers to accessing information**

**Content** — **Shape**

⚠

**Vary**

👥 **Focus groups**

⚠

**Vary the channels**

# 2. Active participation

**What is the aim?** To encourage the presence and active participation of women and young people, including those from more disadvantaged groups, in areas of co-creation and civic participation.

**Context ?** The methods and strategies described in this factsheet can be applied, for example, to communicate on :

- Holding a co-creation event such as a public consultation;

- A meeting organised by a youth council or neighbourhood committee;

**Who is responsible for communication?** The local authority, the province, the prefecture, the region, consultative bodies, civil society organisations, citizens, etc.

# 2. Active participation

| 1: Identify the obstacles encountered by women and young people | 2: Preparing the inclusive event | 3: Holding an inclusive event | 4: Evaluating the event |

⚠️

**Identify the obstacles faced by specific groups**

Location

Timetable

Facilitator

Language

Suitable media

Com

+

⚠️

**Space, welcome, confidence, facilitation...**

**Thank you very**

# Save the date!

Next session: Thursday 28 September - 15-16.30 CEST

Next session: Thursday 28 September - 15-16.30 CEST

Next session: Thursday 28 September - 15-16.30 CEST

**Inscriptions / registration / inscripción: see chat**

**Thank you for your attention!**

https://www.vvsg.be/kennisitem/vvsg/platform-sustainable-cities

Karlien.gorissen@vvsg.be
Charlotte.flechet@rikolto.org

**Sustainable Cities Platform**

**Belgium** partner in development