



BINGO

a better future under
CLIMATE CHANGE

**BRINGING INNOVATION TO ONGOING
WATER MANAGEMENT**

D6.5

**Guidelines designed to create, feed and
enhance “win-win” collaborations
between researchers and stakeholders**

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D6.5 Guidelines designed to create, feed and enhance “win-win” collaborations between researchers and stakeholders



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Horizon 2020 Societal challenge 5:
Climate action, environment, resource efficiency and raw materials

BINGO

Bringing INnovation to onGOing water management – a better future under climate change

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Deliverable 6.5 – Guidelines designed to create, feed and enhance “win-win” collaborations between researchers and stakeholders – was developed under WP 6 and based on experiences and reflections from the Communities of Practice (CoPs) in the Bingo project. The report details the learning outcomes and experiences from the CoPs at the 6 research sites. The 12 guidelines and 17 different tools presented in this report are based on the successes of the collaboration outcomes from the CoPs. The D6.3 and D6.6 reports from the BINGO project have also provided valuable and important input into the guidelines presented in this report.

Evidence of accomplishment

Report

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“win-win” collaborations between researchers and
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Acronyms

CoP Community of Practice

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1. INTRODUCTION

The Horizon 2020 project BINGO: Bringing INnovation to onGOing water management - a better future under climate change (2015-2019) aims at providing practical knowledge and tools to end users, water managers, decision and policy makers affected by climate change to enable them to better cope with all climate projections, including droughts and floods. In the BINGO project, the centre point for the coproduction of knowledge at each site has been the Community of Practice (CoP).

This document proposes a set of guidelines, based on the BINGO project’s experience on how to facilitate a CoP in a research-stakeholder based setting in order to create, feed and enhance win-win situations. Communication is at the centre of the CoPs, making it an integral part of the guidelines, which are not intended as solution but as a suggested path based on experiences and reflections in the BINGO project. The BINGO project covers 6 research sites across Europe, which introduces local and cultural adaptations as an important factor.

1.1 The objectives of this report are:

- (i) To develop guidelines for setting-up and facilitating knowledge based CoP where the aim is for researchers and stakeholders to co-produce knowledge outputs.
- (ii) Promote reflections on the win-win situations and how to feed and enhance these in the CoPs.

The main data input to this document is a compilation of the researcher-stakeholder interactions through communication and coproduction of knowledge in the CoPs during the first 30 months of the BINGO project. The CoP Platform has been implemented and animated, involving in all CoP “rooms” 255 participants’ credentials, 64 discussions, and 274 files uploaded. A total of 25 workshops have been conducted at the 6 research sites namely: 4 in Badalona (ES), 4 in Bergen (NO), 4 in Peristerona River Basin (CY), 5 in Tagus River Basin (PT), 4 in the Veluwe (NL) and 4 in Wupper River Basin (DE). These workshops correspond to the first 4 moments of the CoP’s roadmap, involving in all interactions that have taken place until now, that is, the presence of 557 participants from different sectors and multi-level intervention vocations.

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This experience so far has been internally documented and discussed. An Interim report from communication outcome of the 6 research sites (BINGO D6.3) and an Interim portfolio of actionable research problems/challenges exploitation and development (BINGO D6.6) involved the CoP team in relevant data organisation about the CoP process and achievements. These reflexive exercises on knowledge co-production challenges and hopes revealed to be of high relevance to the design of the guidelines.

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2. GENERAL CHALLENGES AND SUMMARY OF THE BINGO CoP FRAMEWORK

In order to understand the knowledge and experience basis for these guidelines, this section about the BINGO project and the framework of the CoP has been included. This section extracts material from the D6.3 report of the BINGO project, entitled “Interim report from communication outcome from the 6 research sites”.

The BINGO project has a strong focus on co-creation both in the formulation of the objectives and the expected outcomes. This co-creation revolves around the Community of Practice (CoP) cooperation setup between researchers and stakeholders. It has been important to establish the CoPs as a key tool for achieving the successful outcomes in the project.

The Community of Practice (CoP) at each research site in BINGO is made up of researchers and key stakeholders, which are all relevant and needed to address climate change impacts and challenges on water cycle systems at the specific sites. The CoPs were set to overcome some of the commonly found and known problems in making the step from research to implementation. These problems can be summed up in the following 3 main points:

Figure 1 - Common problems in the step from research to implementation

From communication gaps challenges toward shared reference frameworks

Researchers and non-researchers speak different languages, use different concepts and frameworks, and prioritise different issues and goals that might be critical to address global societal and environmental challenges (i.e. climate change forecast, climate challenges and impacts on each organisation activities and decision making processes; risk awareness, perceptions, usefulness and/or relevance of individual/sectorial actions; among others). These “communication gaps” often lead to unnecessary misunderstandings, conflicts and deadlocks, which subsequently impede the establishment of a shared reference framework that will enable holistic and actionable commitments to address these challenges, and build consensus for selected actions.

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From practitioners daily life challenges toward relevant knowledge co-production

Relevant research outputs often do not pass the barrier from innovation to practice. Common problems include not being tested and/or implemented in practical contexts and/or by, sometimes, neglecting and externalizing in their models relevant issues and difficulties actually intrinsically related to their implementation and to practitioners’ daily life. When these so called “externalities” are partially or fully ignored, it may be difficult to identify actionable constraints (general and/or circumstantial). It can also be challenging to focus on accurate needs for research developments.

From data/ information collection challenges towards stakeholder engagement in smarter and more efficient manner

Non-researchers are often seen as only “data-providers” and/or “end-users” of produced data/information. This inactive status could lead the non-researchers to “accept” the status of being less willing to participate. It could also be that not all participating stakeholders (researchers and non-researchers) may be motivated to be engaged in alternative collaborative and actionable knowledge co-productions. The “knowledge co-production” may add time commitments that might be challenging to accommodate in their daily life, even when it is considered highly relevant.

Co-production approaches may be demanding and push willingness to change the status quo. This transition of attitudes and practices of “relevant knowledge co-production” to smarter societies is also often followed by initial instant frustration and/or un-empowerment feelings towards achieved complexity awareness. Thus, there is a need for adaptive resilience strategies to overlap this “valley of death” on such innovative processes. In order to address these constraints to a societal, collaborative and integrated approach to climate challenges, the BINGO project created and is successfully implementing 3 main instruments:

Figure 2 - Main instruments for societal, collaborative and integrated approach to climate challenges

- ▶ The **CoP Platform** to enable data and information sharing and communication between all BINGO participants along the project;
- ▶ A **Collaborative Workshop roadmap** (6 events) enabling the participation of local stakeholders in critical tasks all along the project implementation
- ▶ **Living Actionable Labs**, oriented to address and develop specific topics of stakeholders’ interest based on a design thinking approach*.

* (e.g., Gasson, 1994; Checkland and Poulter, 2010; Burge Hughes Walsh, 2015)

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These instruments form the core of the activities based on which these guidelines have been produced. In fact, they revealed to be complementary to CoP robustness and engagement around BINGO purposes. For instance, while the CoP Platform mainly ensures an online shared repertoire of data/information and co-productions, as well as an available tool for interim interactions and exchanges between their members when desired, the face-to face workshops allow active exchanges and dialogues between researchers and non-researchers, affective proxies with the issues and between members and effective co-productions. On the other side, the living actionable labs allow to get close to opportunities and constraints for the implementation of such co-productions, to explore future activities and to work together in implementation plans of the solutions. Therefore, combining these 3 instruments with traditional research production is also a challenge and a learning experience that can provide possible solutions to overlap traditional gaps regarding knowledge relevance productions.

2.1 Traditional Scientific and Knowledge Production

Research processes are usually well established when scientific global procedures are followed, such as:

- good problems to solve and state of the art hypotheses to test;
- well-defined data collection protocols;
- reliable and representative data production procedures;
- accurate and controlled modelling criteria choices;
- robust and accountable results validation and peer reviewing reports mainly oriented to peer scientific community.

This is usually the job expected from scientists' performance and their recognised valued patrimony in order to ensure that their production is unpolluted and preserved of any other influence or perverse bias. That is what pushed science knowledge production to a hegemonic position regarding other knowledge sources and what has been generalised to distinguish “science” from “opinion making” or “lay assumptions and not controlled perceptions”. Mainly in the last 2 centuries, modern societies were based on this effort and their development opportunities became more and more dependent on their scientific focus, investment and recognition.

Science and innovation began a hand-in-hand path, as twin pillars for modern society's development and were considered as double sides of the same knowledge-based

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society’s process affirmation. Running after unsolvable problems and unthinkable solutions and turning impossible bottlenecks end roads into virtual and virtuous walking paths or new bridges, they were settled as the main mission of any scientific production and researchers’ performance validation in order to serve humankind and societies progress. Turning uncertainty into probability tested, rational based and controlled models framed science and researchers’ main ambitions to serve societal options and orientations. The reliability of scientific knowledge became an essential foundation principle, omnipresent quality control criteria.

In the end, the reliability of scientific knowledge is the main goal to ensure and to achieve in order to support any sort of decision-making.

This is a large responsibility but also compelling challenge for Science and scientists’ vocation development. But, actually, not enough! It is also a ground base for any societal empowered and resilient process. So, there has been an unquestionable demand for all scientific disciplines and specific knowledge areas to go on into their own deep exploitation in order to develop and explore new cross-cutting and interdisciplinary knowledge domains! **New challenges also push Science to evolve and to innovate in their relevant knowledge processes in order to strength effective Knowledge Alliances.**

2.2 But ... what about Knowledge Base Oriented Societies?

Since the end of the XX century and continuing in the XXI century, a Knowledge-based oriented society became more and more demanding of Knowledge Alliances, where Science and researchers’ vocation and role are asked to share and complement their basic pillars with other knowledge sources and are pushed to transdisciplinary approaches and practices, beyond their interdisciplinary efforts.

Actually, since Aristoteles, beside scientific knowledge (“episteme”) other knowledge sources (“techne” and “phronesis”) were recognised as relevant for actionable knowledge production, but also a wicked problem to address in order to reach a sustainable and balanced marriage between them. The disputes of hegemonic roles, the eminent and/or factual divorce or just communication gaps between them sustain the long story on knowledge approach and production and framed diverse and controversial frameworks to embrace this challenge. A challenge that actually always

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demands for added efforts, experiments and alternative practices both from researchers and non-researchers in order to achieve and produce relevant, useful and action-oriented knowledge alliances.

2.3 Innovation and Collaborative Approaches

Technological and social Innovation trends and societal goals push, more and more, all knowledge producers to get closer and more effective in their knowledge alliances production and actionable knowledge achievements to address all kind of problems - mostly the ones considered as complex and/or wicked ones - by testing and developing accurate and cross-cutting collaborative approaches. In fact, both technological and social innovation demands deep developments, experiments and routines on critical and creative design thinking across all knowledge sources. They push to the “out of the box” exploitation of mainstreaming knowledge production systems. They demand stronger interactions, governance solutions and communication between diverse stakeholders and citizens in knowledge co-production. They flourish based on on-going cross-learnings with actions, risks and experimental trials. They also push to the development of relational and empathy skills, bringing emotions, trust and gamification (fun) to the arena of knowledge co-production and they tease the established conceptual frameworks with brand new significant shared reference actionable and conceptual frameworks.

Therefore, these collaborative approaches/demands are no more exclusive to other scientific areas experts or just oriented to data collection and/or validation from non-researchers’ stakeholders. Actually, these collaborative approaches push and ask for relevant **changes in knowledge production processes and recognition**, and challenge corporative organisations, research and non-researcher practices, theoretical and operational frameworks and languages, relational and communication experiences and solutions, decision making process, and social regulation and governance systems.

Collaborative challenges are then huge, even “revolutionary” (as some already call them), asking for all kind of “co-” activities, experiments, solutions and vocabulary (co-creation, co-design, co-production, co-action, co-assessment; etc). The consequences of embracing these collaborative challenges also go beyond just pushing better information systems or communication channels, as nursing and learning from these

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collaborative processes cross-cut the mainstreaming more conventional formal knowledge rational systems and even the common established rules for formal and informal interactions.

2.4 BINGO & CoPs – Communities of Practice

BINGO, by adopting this challenge, proposed the creation of CoP to be engaged along its knowledge co-production and to go further on just knowledge transfer, by bringing “*techne*” and “*phronesis*” to the knowledge production process and by aiming practicing these alliances and assuming the consequences of these co-productions.

Inherent to this ambition was also the evidence that this would be a cross-learning and experimental process, for the best and the worst achieved results, and that the diversity of sites where these CoPs would be developed could also be an opportunity to test and learn from this collaborative approach in diverse contexts and by different dynamics.

By CoP we mean a group of significant and diverse stakeholders that may be relevant to address an issue and may be available to share and join experiences, skills, ideas, resources, actions to go further embracing shared collective and societal challenges.

A CoP is not then just a group of pre-established interests. Actually a “Community of Practice” is founded on diversity and even conflicts of interests and is feed from this diversity, enabling exchanges, mutual awareness, join perceptions, implication and actions. Therefore, **a CoP is not necessarily consensus based, but instead oriented for nourishing and evolving into mutual engagement around the practices that are relevant to address the topic on their stage.**

A CoP is not also just a product, but is instead a dynamic process and a living collective body that can evolve through a variable geometry, with ups and downs, diverse maturity stages dealing with diverse times of their members. It is a living and learning body nourished by data and information share, but also by trust building among partners and common achievements.

A CoP may be most of the time not spontaneous and sometimes doesn’t ensure pre-existing favourable ingredients or requirements to evolve as a CoP. Most of the time

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CoP needs to be animated and facilitated in its own path, in respect of its rhythms and, often, also discovering all its potential and still not acknowledged capacities.

BINGO ambition in experimenting and testing a collaborative approach on knowledge alliances co-production to address Climate Change and to push innovation solutions towards an actionable knowledge co-creation, found in CoP a relevant tool to develop and learn on how to go further and overlap some of the already well known practical constrains to do so.

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3. GUIDELINES

Guidelines can typically be viewed as a set of ordered steps towards a predefined goal, i.e., a step by step approach to follow like a recipe. It can be challenging to make space for productive collaborations between researchers and stakeholders in a world filled with time constraints and competing agendas. Therefore, rather than a recipe, in this report we aim to share a set of learning guidelines for creating win-win collaboration based on the researcher and stakeholder collaborations through the CoP vehicle as used in the BINGO project. This means that some of these guidelines are mainly marked by this BINGO experience and will be more relevant for a CoPs setting than other organisational forms for researcher – stakeholder collaborations.

With BINGO CoP experience we learned the importance of facilitating the below actions, which are described in detail in the following sections:

-  1. Design a double-sided communication strategy;
-  2. Designate a CoP facilitator and Design a roadmap
-  3. Built a solid and diverse base for CoP development
-  4. Design a storytelling for each interaction animation and facilitation
-  5. Make everyone aware and comfortable with the ethics code
-  6. Create a collaborative environment and make room for informal interactions
-  7. Create a vision and set expectations and common outcomes
-  8. Engage everyone in co-productions and make room for side-concerns debate and/or detailed side-debates
-  9. Evaluate and celebrate each step's achievements
-  10. Take care of co-productions register, feed-back, and technical reports
-  11. Follow-up CoP other initiatives and developments (inputs x learning x actions)
-  12. Prepare community for the long haul

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3.1: Designing a double-sided communication strategy

A central part of every aspect of the CoPs is to discuss the purpose and importance of communication as a circular ring that involves and benefits both “recipients” and “senders”. In the CoP ambiances every participant plays the role of “sender” and “recipient”. It is as “sender” that each participant can maximise their benefit and learn a lot¹. General communication activities usually engage people according to their “recipient” status and needs using different strategies from information on webpages to workshops, as stakeholders and researchers may have different information needs as groups but also within their groups.

In CoP, communication can’t be just focused on accurate “information transfers”, even if this is an important aspect to keep in mind.

A CoP approach in research projects demands that everyone will be able to engage and interact in a *meaningful process of communication*, as simultaneously “senders” and “recipients”, and therefore more likely to learn how to maximise the uptake and impact of the research outcomes¹.

In this regard, it is useful to think of how one might build up communication capacity over a longer time period. Knowing your group may be essential for choosing the correct set of communication tools and initiatives on disposal, but in CoP what can really launch its collaborative effectiveness is the “**communication ambiance**” everyone will contribute to and be engaged with.

One of the most significant learning outcomes from the CoPs in the BINGO project has been that researchers and stakeholders need time to build the communication capacity that is needed as the basis for enhancing and feeding win-win collaborations. This process happens over a longer temporal axis of rewarding co-produced communication ambiances.

In the BINGO CoP experience, for instance, beside the overall BINGO communication tools, 2 main dedicated tools have been settled from the beginning to support long time communication opportunities between CoP participants: a) a set of 6 face-to-face

¹ I. Hovland (2005). “Successful communication – A toolkit for Researchers and Civil Society Organisations”. Research and Policy in Development Programme, 111 Westminster Bridge Road, London, SE1 7JD

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workshops distributed all along the project as a vehicle for creating a temporal continuum and b) complementary dedicated virtual “rooms” in its Basecamp Platform to support each site CoP exchanges in each native CoP language as well as a “CoP room” to support interactions and exchanges between the different site CoPs in a whole global BINGO CoP.

When 4 out of 6 face-to-face workshops series have been conducted it can be concluded that in all sites face-to-face communication opportunities through the workshops has been more valued than virtual ones through the CoP “rooms” in the Basecamp Platform. Actually these virtual Basecamp “rooms” were mostly a redundant tool to the face-to-face meetings, however it is important that they are available as so. As said before, a circular “communication ambiance” may demand time to be consolidated and appropriated and demands resilience to their promoters.

In some sites, researchers and stakeholders already used consolidated communication platforms and BINGO CoP rooms were mainly used to share specific information related to workshops. In others, virtual interactions were still dependent on either how far participants went in consolidating trust and sense of belonging, or on the degree of investment put into facilitating mutual exchanges and discussions in the virtual platform.

Collaborative environments, whether they are within organisations or between researchers and stakeholders involving several organisations or groups of organisations, have some commonality in the importance in building feelings of belonging, shared visions and committed goals, which are all essential to successful collaborations.

Figure 5 - Guideline 3.1: Main points

- 1 •Every participant plays the role of “sender” and “recipient” of communication;
- 2 •Researchers and stakeholders need time to build the communication capacity;
- 3 •The communication capacity needed for win-win collaborations happens over a long temporal axis of rewarding co-produced communication ambiances;
- 4 •Collaborative environments are important in building feelings of belonging, shared visions and committed goals

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3.2: Designate a CoP facilitator and design a roadmap

To strengthen the communication capacity built on the collaborative platform, BINGO developed a series of 6 workshops. Designing a roadmap for these face-to-face meetings was fundamental to ensure a set of orientations to CoP facilitators to address the specificity of each site context and stakeholders’ dynamics, while ensuring connections with the overall BINGO WP working plan.

At the early beginning of BINGO, CoP facilitators and facilitator coordinators for the research sites where there were more than one facilitator had a face-to-face meeting in order to discuss the CoP framework and co-produce a common roadmap for CoP face-to-face interactions (Workshops).

The importance of the timeline should tell the storyline of the project. Therefore, BINGO established and facilitated a CoP in each site, according to their own context specificity, guided by a common 6 face-to-face interactions (workshops) roadmap:

1. Setting the scene;
2. Are we prepared?
3. Yes, we are (prepared)
4. Solving the insolvable (actionable labs);
5. Sharing (national/local seminars);
6. Up the CoP (open initiative).

Table 1, which outlines the 6 BINGO workshops, also tells the BINGO project story from the beginning to the end.

Table 1 - CoP Workshops’ Roadmap

Interactions	Theme	Topics	Links with WP
✓ #1 - M8	<i>Setting the scene</i>	CoP launching and exchanges & Risk Mapping	WP6 WP4
✓ #2 - M12	<i>Are we prepared?</i>	Backcasting & Adaptation Measures	WP5
✓ #3 - M22	<i>Yes we are (prepared)!</i>	Assessment and Resetting the scene for a better future	WP5.2
✓ #4 - M28	<i>Solving the insolvable</i>	Actionable Labs around problems of choice of each CoP	WP6.3
#5 - M40	<i>Sharing & expanding</i>	Open national / local seminars to expand and transfer CoP experience and co-productions	WP7.3
#6 - M48	<i>Up the CoP</i>	CoP’s experience & learnings summing-up & Add-value assessment	WP6

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It is very important that the roadmap is connected to specific scientific **needs and outputs** but also that it may be sensitive to the **CoP ongoing developments and maturity time demands**.

For instance, the importance of **building trust** in the collaboration community cannot be stressed enough. The roadmaps need to allow the creation of this trust before the challenging and difficult topics of coproduction can really be undertaken with expectations of any degree of success.

A first facilitators meeting maybe crucial for the overall design of CoPs and should be promoted as early as possible in research. In the BINGO CoP co-design process, the CoP’s facilitators had the opportunity to: (1) share their CoP visions, (2) discuss their main triggers, and (3) co-design a common roadmap to BINGO CoPs animation and facilitation, ensuring flexibility for each site specific context adaptation.

This first CoP facilitators meeting is also relevant to ensure familiarity and experience, if any, with CoP’s as facilitation and animation tools may vary from site to site. A special coaching session on general set-up guidelines for workshops and actionable labs design and dynamics approach may be needed to ensure successful implementation of the CoP.

Keeping CoP facilitators meetings during the projects (as side events of annual meetings, for instance) may also help to enhance CoP approach and to overcome some of the already known constraints in knowledge alliances co-production or just progress in sharing opportunities and solutions to address specific CoP challenges. In fact, CoP facilitators will also gain from making their own “community of practice” to mutually inspire each other.

Figure 6 - Guideline 3.2: Main points

- 1 •Designing a roadmap for face-to-face meetings is fundamental to ensure a set of orientations to CoP facilitators;
- 2 •CoP facilitators can:
 - help address the specificities of each group/site;
 - co-design the roadmap;
 - help overcome known constraints;
 - share opportunities and solutions to address specific CoP challenges;
- 3 •The CoP must allow the community to build trust before tackling hard topics.

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3.3: Build a solid and diverse base for CoP development

Any CoP will only be as successful as the extent on which it allows it to become more than just the sum of its members.

The stakeholders and researchers that are the members of the CoP form the potential sum of the outputs. CoP’s effective communication ambiances and interactions allow it to aspire to go further than this sum and to consolidate cross-cutting new exponential reflexive and actionable opportunities. This confirms the importance of creating a CoP with a **solid and diverse base**.

One could fall into the trap of thinking that co-production will be smoother and faster with a uniform member base. However, this type of co-production risks missing out on valuable input and solutions as a one-sided CoP. It also risks failing to find the needed anchorage in the community at large in the implementation phase and, therefore, missing its main ambition and benefit.

In the BINGO project CoPs, the participants to include were first discussed in the facilitator training and planning session. **In order to build a solid member base, it is important to reach out to members that cover all aspects of the community stakeholders.** Diversity is needed both in background and intervention experiences levels (local, regional, national).

Instead of blocking, this richness will allow fruitful new opportunities to establish new dialogues, to build empathy with each other concerns and “shoes”, to go deeper in more robust perception and shared frameworks and to create positive and interactive experiences enabling cross implications and eventual further join actions institutionalisation and generalisation.

A critical review of the members at the 6 research sites CoPs in the BINGO project revealed that in some places this diversity was easier to ensure from the beginning as it was naturally part of them, while in others a greater attention and focus was needed to ensure diversity. Nevertheless, in all sites, the national level engagement has been the most challenging to activate. This could be partially explained by pressures of local agendas (that were not necessary relevant on the national level), but also for structural

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gaps between local and national levels in their rationales and frameworks addressing water issues and climate challenges. However, the process and prototyping of solutions would be an excellent scene for a national level involvement at a local level as also a great opportunity for local actors to understand and upscale consequences of their proposals or just strengthen them with more collective and public concerns.

When looking at the BINGO stakeholders CoP experience evaluation, one of most appreciated added-value from this collaborative approach has been the opportunity to meet, share ideas and better understand different perspectives and points of view of different actors. Valuing this diversity, participants feel that they learn not only from the project research results, but also from each other perspectives, and feel active and with recognised added-value to what is produced.

Also adopting a solid and diverse base for CoP development was valued to strengthen networking opportunities. In some CoP's, when noticing “missing stakeholders”, participants actually showed their willingness to enlarge and diversify these opportunities as they were acknowledged as actively contributing to reach better and effective solutions.

Figure 7 - Guideline 3.3: Main points

- 1 • A solid and diverse base can help to go further than the CoP outputs and to consolidate cross-cutting new exponential reflexive and actionable opportunities;
- 2 • A uniform CoP member base can become one-sided, risking missing out on valuable input and solutions, as well as failing to find the needed anchorage in the community at large in the implementation phase;
- 3 • In order to build a solid member base, it is important to reach out to members that cover all aspects of the community stakeholders.

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3.4: Design a storytelling for each interaction’s animation and facilitation

To design a storytelling for each of the roadmap interaction is crucial. A session storytelling is much more than an agenda. Storyboarding a session mainly allows the setting of the precise objective for each interaction, imagining how the meeting will run, what kind of tools are more suitable to use, what kind of room organisation will be settled, which time schedule is more appropriate for each milestone to achieve during the session, which resources and supportive documentation will be needed, and how roles between facilitators and eventual key speakers will be distributed to inspire the co-productions. **This storyboard helps the facilitation but also often helps to clarify and operationalise the purpose attributed to the session in the global roadmap and to ensure a practical coherence to the CoP dynamic.** Storytelling and storyboarding a collaborative session is actually prototyping a collaborative solution to overcome some of the main constrains of just “indoors” knowledge production.

In BINGO CoP each site developed its own session storytelling, ensuring the global focus defined in the roadmap, while preserving the context specificity of each site’s CoP. The first sets of workshops in BINGO were intended to allow the co-production of relevant inputs for the other WP. Each technical leader of such WP provided all facilitators a synopsis and detailed checklist of what would be desirable to achieve well in advance of the workshop. Based on these desirable co-productions, facilitators convened with other colleagues of local BINGO team the best way to reach these co-productions and several storyboards for the session were discussed and fine-tuned, both in contents (to inspire the co-productions) and eventual previous steps to launch (to make the sessions fluid as possible to participants).

Sometimes storytelling a collaborative session side by side with the research work also helps to identify and solve some tensions inherent to relevant knowledge production. In fact, in research work usually the focus is mainly put in the product under development on the research, and researchers are usually keener to know how stakeholders can contribute with accurate data to the research models or to “validate” their propositions or interim results. On other side, stakeholders interest in such collaborative moments is less as “data providers” and more oriented to follow research breakthroughs as they have the opportunity to discuss with others how they can use or implement such results

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in their practice, or how they can still influence the research root by adding practical and operational challenges to be solved.

Storytelling a collaborative session may help in becoming aware of these potential tensions in both motivation and interest in the collaborative process, to address these different focuses in a balanced way, and to prevent in advance eventual misunderstandings in the sessions’ purposes and expected co-productions for both group of participants.

Designing a Storytelling for a collaborative session is therefore not usually a linear process as it must ensure that the session storyboard is not reduced to a simple “collective” fulfilment of “questionnaires” or time saving in research data matrixes collective accomplishments. Bingo experience showed that investing in significant storyboards to all participants may be more demanding in balancing all moments but also essential to approach researchers and stakeholders in effective relevant co-productions and to ensure that co-productions will serve both interests and keep motivation active.

Storyboarding the workshops is also essential before the invitations, as it allows for pre-testing and finalizing the agenda prior to delivering it to all participants.

Figure 8 - Guideline 3.4: Main points

- 1 •Storyboarding a session mainly allows the setting of the precise objective for each interaction
- 2 •A storyboard helps to clarify and operationalise the purpose attributed to the session in the global roadmap and to ensure a practical coherence to the CoP dynamic
- 3 •Sometimes storytelling a collaborative session side by side with the research work also helps to identify and solve some tensions inherent to relevant knowledge production
- 4 •Storyboard may be essential to approach researchers and stakeholders in effective relevant co-productions and to ensure that co-productions will serve both interests and keep motivation active

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3.5: Make everyone aware and comfortable with the ethic code

It is important for any group working together to have an ethic code as a basis for interactions and working together. **This ensures equal and fair participation, as well as a clear understanding of social expectations in the group.** In CoP ambiances this ethic code is something participants must agree in advance in their specificity but also that may be evolving all along the CoP maturity.

There are 2 main regulatory specificities of CoP ambiances regarding the ethic code that must be underlined and acknowledged by all participants.

One is that in CoP ambiances everyone (and not only researchers) is “responsible” and may be committed for ensuring data protection of all CoP participants.

The other is that “confidentiality” and “comments off the record”, if required for any participant inside the group along the collaborative co-productions processes, engages also every of its members beside the expected commitment of researchers in their scientific work.

There 2 pillars of CoP’s ethic code are as much valuable as how much these CoPs really evolve and as co-productions really become useful for all participants.

In pair to these 2 main pillars, the CoP ethic code also may ensure a third one as CoP “house rule”. This third pillar is also essential to ensure progresses in trust building and confidence on CoP added-value as it demands that **everyone is respected in their specificity and even divergence**; that everyone feel free to express their point of view without being judged as “wrong” or “right” by each other; that there is no imported hegemonic positions inside the groups from other settings by inviting every participants to adopt an “informal” treatment and ambiance; that everyone feel comfortable in using the commodities and available tools on disposal; and that everyone can learn with each other no matter their gender, background, experiences or affiliations.

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BINGO provided since the beginning an Ethic Code as a document that is actively used and well known by all the group’s members. The BINGO Ethic Code is not a long and wordy document written for the archives, but an active document that could guide the interactions. The BINGO project workshops also typically started with an introduction on the agenda for the day, where relevant parts of the ethic codes would be reflected on. This dynamic and active input set the framework for the workshop and helps all CoP’s participants to establish and evolve in their own “house rules” in each site and to coach new members to the group dynamics.

Figure 9 - Guideline 3.5: Main points

- 1 •An ethics code ensures equal and fair participation, as well as a clear understanding of social expectations in the group
- 2 •This ethic code is something participants must agree in advance in their specificity but also that may be evolving all along the CoP maturity
- 3 •In CoP ambiances everyone (and not only researchers) is “responsible” and may be committed for ensuring data protection of all CoP participants and must respect confidentiality and off the record comments
- 4 •Everyone must be respected in their specificity and divergence

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3.6: Create a collaborative environment and make room for informal interactions

A collaborative ambiance is **nourished around empathy building, affective proxies and mutual confidence**, and not just propelled by a strong evidence-base framework. Sometimes it is a “**shared discomfort**” towards something that really pushes to collective action, and not just a “common comfort” with a strong action framework. Also, most of the time a collaborative approach to solve a problem is not the mainstream first approach, even though it can often be the more effective.

The relevance of collaborative approaches to contribute to the virtuous path of stakeholders’ shared awareness, joint perceptions and implication with actions around complex challenges is already well documented but not so often chosen in research projects. The BINGO CoP experience encourages going deeper in its development.

In a CoP approach to ensure and to coach, if not create, a collaborative approach is crucial, and should not be taken for granted.

One of the transversal outcomes of BINGO CoP experience so far in all research sites was the added-value role of face-to-face workshops to enhance relationship, proximity, interactions and confidence between diverse stakeholders peering with better information access, as a recognised strong foundation for addressing action and actionable adaptive solutions to face Climate Change Challenges. Actually, almost all CoP storytelling addressed the relevance of informal moments (lunch breaks, meals, coffee corners, after meetings extending) to reinforce mutual exchanges, further contacts and even gains on trust and confidence building between participants. Also, from facilitators’ testimonials the use of personal contacts, informal icebreakers, less formal conduct codes in presenting and debating results, as well as less mainstreaming space organisation for the meetings, favoured an open ambience for mutual interactions and sped up empathic proxies both to the theme and between participants’ divergent points of view.

Therefore, creating a collaborative ambiance can be started by using a coherent collaborative approach “language” from the way you organise the meeting settings to the ice-breaker and facilitation of all the interactions between participants by making

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room for informal interactions, making participants feel at ease with each other, providing creative tools and moments to enhance both networking and power balanced co-productions.

Letting trust and empathy flourish, while supporting and balancing the emotional and rational nexus that supports strong relationships, may be crucial not only to ensure better participation and collaboration between participants all along the project but also to serve its sustainability.

In BINGO CoP's for instance arranging the meeting rooms for the face-to-face workshops, through round tables or other spatial organisations allowing participants to have eye contact with each other was a growing option. Also, enabling starting coffee welcomes, providing informal coffee corners, fruit, candies or cookies always available during the meetings or complementing the meetings with shared meals were very supportive to enhance an informal ambience and grow the interactions between participants. Facilitating ice-breaking presentations and pushing for informal treatment codes (i.e. using just the first name) also may balance eventual previous power and status hegemonies between participants. Supporting a colloquial language between participants when communicating by mails, the BINGO Platform or during face-to-face interactions allows the enhancement of effective proxies and empathy building opportunities.

Figure 10 - Guideline 3.6: Main points

- 1 • In a CoP approach to ensure and to coach, if not create, a collaborative approach is crucial, and should not be taken for granted
- 2 • CoP storytelling should address the relevance of informal moments to reinforce mutual exchanges, further contacts and even gains on trust and confidence-building between participants
- 3 • Informality can favour an open ambience for mutual interactions and speeds up empathic proxies both to the theme and between participants' divergent points of view
- 4 • Collaborative environments are important in building feelings of belonging, shared visions and committed goals

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3.7: Create a vision and set expectations and common outcomes

To establish clear expectations around joint outcomes is absolutely essential for creating and enhancing win-win collaborations and to reduce misunderstandings or further unnecessary frustrations around a collaborative approach. **Creating a shared vision of what is important to motivate a CoP development is as crucial as sharing and setting expectations for common outcomes.**

As said before, roadmapping the CoP ambition and sharing the objectives and aims to achieve in each interaction or between them can support both the researchers and non-researchers in a CoP ambiance, as usually there are previously defined research milestones to achieve. In BINGO, for instance, first CoP interactions intended also to ensure co-productions through several other tasks to enhance shared awareness, perceptions, implications and eventual joint implementations between CoP participants around the climate change challenges. Therefore, CoP face-to-face interactions always balanced between up-to-date relevant information between participants, progress in a shared vision and reference framework among participants for each site challenges and ensuring co-produced inputs to BINGO overall activities.

In fact, the CoP experience in most of the research sites and the Mulheim 2nd Year Progress Meeting roleplaying experience showed that from an initial unknown or divergent trend between stakeholders starting points of view, **when participants begin to share a common awareness and a joint perception of what is on stage, combining shared information, experiences exchange and better acknowledgement of each other, the motivation for and the focus in action speeded and began to be predominant on the debate and solutions creation.**

The richness of a CoP experience relies on the diversity and sometimes divergent experiences, ideas, approaches of their participants, and on the opportunity to cross-fertilise these divergences. This cross-fertilisation highly supports progress on shared concerns, visions or commitments. Therefore, **the interaction and dialogue among different actors seems to improve the decision making process at the individual, societal and institutional level mostly when there is a strong investment on**

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working in a shared vision both of achievements to attend, nightmares to avoid and possible paths to undertake.

In BINGO, for instance, a backcasting exercise promoted in the third CoP interaction together with several Personas and other experiences with other CoP participants concerns, experiences and rationales were very supportive to fortify shared references. This was in addition to shared conceptual frameworks and joint actionable opportunities and solutions.

In some research sites, peering with data exchange, backcasting discussion around “values” (instead of just concept clarification) helped to overlap tensions and some “discomforts” and “discussion magnets”, and draw participants enthusiasm in new, more collaborative interaction with “new solutions” ideation. The discussions around the role of public/policy SKH sometimes gained new equations far from the traditional regulatory one, pushing to other vocations such as in facilitating/mediating tensions and in pushing “collective” concerns in the agenda.

For instance, it was transversal to almost all research sites that CoP participants asked for enlarging the type and number of stakeholders and/or for decision makers’ greater engagement in the BINGO CoP dynamic.

That happened where participants were getting deeper involved both in the topic discussion and in perceiving and understanding not only their critical points, but also their consequences in engagement and collaborative governance demands. In research sites where adaptive measures have been deeper developed, and due to implications were fine-tuned, addressing this tricky path between awareness and implementation also became more clear in their “voids” and/or “demands” for other and further initiatives that exceeded BINGO scope, but that BINGO helped to reveal and/or urge.

While passing from awareness to implication mode, the action pressure of collective agendas also passes from “impossible” to possibilities to overcome obstacles and deadlocks. In fact, the storytelling at all the research sites and the Mulheim CoP roleplaying exercise gave evidence that technical and research results alone are not enough to embrace water climate change challenges. In all CoPs where the shared “Vision” for the future, in its awareness, constraints and opportunities

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gained shape there was a growing demand for shared strategic “actionable” plans and collaborative governance clarification, making research production closer to action.

The identified CoP challenge is to join together not only researchers and non-researchers, but also different sectorial points of view and expertise, different levels of responsibilities or campus for action development, and specially reaching out to the relevant decision makers in effective governance implication really goes beyond information transfers and reveals both cross-learning exchanges and actions themselves as fruitful knowledge campus experiences to explore.

Figure 11 - Guideline 3.7: Main points

- 1** •Creating a shared vision of what is important to motivate a CoP development is as crucial as sharing and setting expectations for common outcomes.
- 2** •No matter the divergence of the starting point, when participants begin to share a common awareness, the motivation for and the focus in action speeded and began to be predominant on the debate and solutions creation.
- 3** •The interaction among different actors seems to improve the decision making process at the individual, societal and institutional level mostly when there is a strong investment on working in a shared vision.
- 4** •While passing from awareness to implication mode, the action pressure of collective agendas also passes from “impossible” to possibilities to overcome obstacles and deadlocks.

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3.8: Engage everyone in co-productions and make room for side-concerns debate and/or detailed side-debates

The success outcomes for a CoP rely on the interactions and co-productions of its members. Refereeing back to the different types of stakeholders from “non-participating”, through “symbolic participation” to “engaged”, **the CoP needs to move all its stakeholders into the “engaged” group.** It therefore becomes of uttermost importance to choose appropriate, trustful and relevant tools to enhance collaboration and overall CoP ambiance and focus.

Figure 12 - Types of stakeholders by participation level



But what really matters to pass from “non-participation” or even “symbolic participation” to an “engaged” status? It’s already documented that **awareness and perception on what is on stage may greatly contribute to people’s will to be implicated on addressing issues and causes and therefore more engaged in implementation tasks.** Also, that access to data and information may be relevant but not enough to this process, as rational and emotional dimensions are summoned to be embraced together.

For instance, **empathy building** with the topics and between different and divergent stakeholder’s point of view is crucial and is much more than an attitude as it needs positive experiences in its exercise. Simultaneously, **trust and confidence building** in a “worldly” purpose may be fundamental to launch wiliness to “being a part of” and “committed” in join and sense full tasks and may be not reduced to just one task or rational achievement. **Engagement and commitment** also depends on “when” in a process and “for what” people feel they are considered and can be of added-value. It is also more dependent on whether people feel they have the opportunity to contribute to a shared reference framework than just for an external task achievement.

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As said before, BINGO in its CoP experience just aimed to evolve researchers and stakeholders from their early stages and all along the process and really provide positive co-productions experiences based not only in good data and information share, but, for each site, in shared visions and networking emphatic opportunities that could serve the research purposes but also the stakeholders other concerns.

This is not an easy task neither just a technical one as it demands perseverance and balanced attention to what is going on, despite the pressure and planned schedule for just the research work. Co-production demands respect for the different “times” and “schedules” that may not necessarily be coincident between all participants. Also demands “win-win” disposals and trust in a collective effort even when some may miss some of their moments, and good communication tools to ensure that no one feels like “left behind” or “left out” the process.

In BINGO, for instance, in its CoP interactions roadmap it has been relevant to balance co-production more oriented to research purposes with actionable research labs and other initiatives that could accommodate other co-productions opportunities.

The first workshop in the CoPs, entitled “setting the scene” focused on to get to know each other and identify the issues at each site. From that point the workshops departed from a process of identifying the gaps in the presence and further on measures and actions to solve/adapt to the problem. These tasks require an increasing level of trust and community feeling in the CoP. This is clearly illustrated in the M28 workshop “solving the unsolvable”, where there is a high level of trust and mutual understanding and respect needed in order to succeed with producing an outcome in the actionable research lab activity. This is further described in the project BINGO D6.6 report about the actionable research labs. The actionable research labs focused a subset for the CoPs for most of the research sites. This additional interaction for these CoP members and stakeholders through the actionable research labs gave room for activities that strengthen the stakeholders’ collaborative partnership, while at the same time it can make room for discussions.

Also, in some sites, reporting results from the workshops helped all participants to identify what they have co-produced with direct relevance to the research purposes and what was co-produced with general interest for their own purposes and concerns.

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Although when using such approach, it will be of most concerns to keep the flame even when research purposes may be accomplished, as “win-win” situations aren’t just accomplished when one of the parts “wins” with the collaborative work. Actually “engagement” through collaborative work is much more than just a participatory process and relies precisely on the stability of such co-production contact around its shared “value” and on the real opportunities to experiment and put in practice its results.

Figure 13 - Guideline 3.8: Main points

- 1 • The success outcomes for a CoP rely on the interactions and co-productions of its members.
- 2 • Empathy building with the topics and between different and divergent stakeholder’s point of view is crucial and is much more than an attitude as it needs positive experiences in its exercise.
- 3 • Trust and confidence building in a “worldly” purpose may be fundamental to launch wiliness to “being a part of” and “committed” in join and sense full tasks and may be not reduced to just one task or rational achievement.
- 4 • Engagement and commitment also depends on “when” in a process and “for what” people feel they are considered and can be of added-value.
- 5 • Engagement through collaborative work is much more than just a participatory process and relies precisely on the stability of such co-production contact around its shared “value” and on the real opportunities to experiment and put in practice its results.

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3.9: Evaluate and celebrate each step achievements

Evaluation is an important step in any method or structure organised to achieve a set of goals. **The evaluation serves the purpose of reflection of the task performed.** It is typically done to evaluate how well a task was performed, or how close to a predefined target we reached.

Though this is certainly important for a reflection of the choice of method and application and possibilities for improvements, it could serve as an even more important function in the setting of a CoP, as it accomplishes the function of building awareness of the co-production achievements and their the added-value. The evaluation process recognises the achievements and builds awareness on how the CoP achieved valuable results.

Evaluating all the outcomes and feedback from the workshops at one of the BINGO project sites exemplifies an important innovation outcome from the BINGO project. It is the innovation of telling a story in a timeline of workshops.

As said in the introduction, the BINGO workshops are much more than 6 individual workshops, they tell the story of BINGO through a series of meetings where the CoPs ownership grows along with the project.

Also, in the middle of BINGO project, all participants were asked to evaluate the most insightful moments and tools used during the workshops and CoP development, focusing also on the process behind the achieved results. And it was interesting to notice that CoP participants valued the opportunity to feed their daily life activities with BINGO results, to update information with better acknowledge of BINGO project, but mainly in what it enabled to build a shared communication base, to focus in the research site, to reach different points of view in a very participative way and to push to think about their scenarios in a different way, revealing accurate details that are usually lost in more conceptual discussions. Actually, participants valued installed shared knowledge built in an interactive way, revealing perceptions and blind zones about the territory and the use of tools supporting and enabling quick scan of eventual critical points to address in a collective way. The use of tools in CoP animation and facilitation

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that allowed ideas creation sprints, supported ideas organisation, enabled syntheses and feasibility approaches and quick focus on actionable tasks and activities were also identified as relevant to make real “real situations”, to enable learning a lot, and to “personify” ideas and different situations and worldviews in a revealing way. But participants also valued the opportunity to be pushed “out of the box” in a fun & informal ambiance, socializing and meet other stakeholders, promoting dialogues and initiatives through icebreaking interactions, developing informal networking outside the room as an appealing, nice and comfortable stimulus to increase their participation will and engagement in the project.

Celebrating achievements and the reification of what has been already achieved by the CoP and what should be yet possible to develop together, under or out the BINGO’s umbrella, is then **relevant to give evidence of such co-productions and to keep participants willingness and engagement active to keep going**. But actually, these celebrating moments overpass just the evaluation exercises, as they are not just focused in achievements and products, but also in join and shared “learnings”, “live experiences” and in the development and strengthening of all participants networking and relational steps towards brand new possible realisations.

1

• Evaluation in CoP has the function of building awareness of the co-production achievements and their the added-value

2

• Celebrating achievements and what should be yet possible to develop together can be relevant to give evidence of the co-productions and to keep participants willingness and engagement active to keep going

3

• These celebrating moments overpass just the evaluation exercises as they also focus on join and shared “learnings”, “live experiences” and in the development and strengthening of all participants networking and relational steps towards brand new possible realisations

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3.10: Take care of co-productions records, feed-back, and technical reports

The co-production of knowledge in the CoPs aims to feed a diverse group of end-users, researchers and stakeholders. The type of information, the level of detail and format will vary among the groups and their purposes.

It is important to plan the outputs as part of the storytelling.

Anticipate what will be useful for each of the group’s purposes, catalogue and organise it accordingly. Producing reports, journal articles, leaflet type guidelines, information material and more technical reports are all part of the levels of research communication. Wrapping information both in terms of technical reports and in a language for popular science communication is very important for active involved and engaged stakeholders and a challenge to embrace.

Taking care of co-productions records and feedback should ensure, in such CoP ambiances, that they may be even more ambitious than just ensuring good communication for technical reports. As a matter of fact, it reveals specific challenges to data organisation, treatment and criteria to put them on disposal of all that have contributed to its co-production and all that it may be interesting or pushing for further participations during the process.

As said before, there is a huge set of other experiences during the CoP interactions and face-to-face workshops that cannot be reduced to just its relevant inputs to technical reports. Sometimes there is not even a direct bypass from what is co-produced to the technical reports layout that may join other sources and follow specific rationales of internal organisation. So, **it is important to ensure that all participants in CoP co-productions have access to all these experiences in the way they were developed and mainly that they can have access to all relevant information as it was co-produced and to the path it has been processed, integrated and expressed in the technical reports.** Actually, this is a challenge as it may be demanding of extra communication tools and outputs than just the expected research ones.

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For instance, in BINGO CoP interactions some of the facilitation tools used to enhance co-productions produced learning and live experiences or creative visual layouts that should be then registered and/or translated to analytic supports and combined in comparable and meaningful analytic tools and exercises, before they could be integrated in the technical reports. Also, when using post-its for collect co-productions or “serious gaming” to enhance these co-productions in a process, it is relevant to catch not only their final outputs but all the way that enabled these outputs.

Sometimes a “picture” of these moments or creative layouts may be enough to “catch” and “remember” the meaning of such co-productions to who have participated. That’s why in BINGO CoP all sites usually shared pictures of workshops in their Basecamp rooms just after they happened and this share has revealed to be of utmost relevance to strength participants’ overall recognition in the process and to update “missing ones” in what was happened meanwhile.

Some sites, prior to the technical reports, produced a brief memo on what has happened in each workshop and a brief record of main row co-productions, which were immediately available to all participants. This immediate feedback exercise helped not only the research task of organising such information towards technical reporting, but also enabled all participants to **follow and update the process** in which they were engaged, eventually **share in advance the experience** with other colleagues or decision makers in their own organisations or even also **“using” such achieved CoP co-productions to their own activities.**

As CoP interactions followed all the research steps and served research purposes the transposition of everything achieved in the workshops often also need additional work on data and information organisation and analysis to ensure accurate by-passes to the technical and research concerns. Not all the time the direct concerns of the research tasks could find a direct answer in what has been produced during the workshops as they were not supposed to be lead as a direct collective questionnaire. Most of the time, and based on the storyboard rational, **all CoP co-produced data, information and shared knowledge needed to be reorganised and analysed in order to provide the accurate contributions to the research purposes.**

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Figure 14 - Guideline 3.10: Main points

- 1 • It is important to plan the outputs as part of the storytelling.
- 2 • it is important to ensure that all participants in CoP co-productions have access to all these experiences in the way they were developed and mainly that they can have access to all relevant information as it was co-produced and to the path it has been processed, integrated and expressed in the technical reports.
- 3 • Sometimes a “picture” of these moments or creative layouts may be enough to “catch” and “remember” the meaning of such co-productions to who have participated.
- 4 • Immediate feedback could enable participants to follow and update the process, eventually share the experience with other colleagues or decision makers in their own organisations or even also “using” such achieved CoP co-productions to their own activities.



3.11: Follow-up CoP other initiatives and developments (inputs x learning x actions)

The CoPs enlarge networks and enhance the participants’ curiosity to follow each other’s initiatives.

Through this process, the CoPs at the research sites have all identified issues and concerns that are outside the main scope of the BINGO project, but that is of great concern to the CoP community. **It is important to find rooms and allowance for these side steps.** This does not imply that it necessarily should be included into the project BINGO storyline. More often, the best action could be to allow for a meeting space and time to have a side-line parallel CoP activity to further investigate these issues.

In the case of the Bergen research site CoP the BINGO partners have teamed up with the Bjerknes Centre for climate research to further work on coproduction of future local IDF curves (Intensity Frequency Duration curves for precipitation events). This is one example where the CoP identified a need for information in order to move forward in their adaptation strategies. Through a side line activity at the CoP they have produced

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additional information that will feed back into the BINGO project CoP as very valuable input.

BINGO deliverable 6.6 summarises the outcomes of the actionable research conducted between BINGO researchers and stakeholders. The actionable research labs accommodated in the M28 workshops enabled researchers and stakeholders to work together in real time, sharing their different experience and knowledge on the ‘unsolvable’ problems, identifying, prototyping and testing actionable solutions, most of them as side concerns enabled by BINGO activities . A range of complex problems was addressed across research sites including the ‘wetting’ and ‘drying’ of the edges of Veluwe, the development of a digital platform for gathering information on urban drainage systems and water resources and the engagement of public to use it in Bergen, the security of the domestic water supply in Troodos with the use of desalinated water, the development of adaptation measures for addressing weather extremes in Wupper catchment, and the promotion of the hydric resources management into the political and public agenda in the Tagus site. Opportunities and constraints for the implementation of the suggested adaptation solutions were identified across the research sites, while future activities have been already planned for the finalisation of the implementation plan of the solutions.

Making room in research projects for such moments and for following up other stakeholders initiatives is crucial in CoP interactive dynamic, as “results”, when really relevant, always enable further and unexpected learnings and initiatives beyond the research purposes with which the projects have all convenience to also learn with.

Figure 15 - Guideline 3.11: Main points

- 1** •The CoPs enlarge networks and enhance the participants’ curiosity to follow each other’s initiatives.
- 2** •The best action could be to allow for a meeting space and time to have a side-line parallel CoP activity to further investigate these issues.
- 3** •Results from these interactions can enable further and unexpected learnings and produce initiatives beyond the research purposes, with which the projects can benefit from.

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3.12: Prepare the CoP for the long haul

It is important to plan how the group interactions and connections will be facilitated in between the physical meeting points. In our ever-digitalising world it is maybe most common to adapt a digital communication channel. In the BINGO project an online platform for sharing files, picture and discussions were used.

As said before, BINGO Basecamp Platform was also designed to accommodate virtual exchanges between CoP participants in between face-to-face interactions. There were dedicated “rooms” allocated to each site CoP virtual interactions in native languages and a global CoP “room” to allow interactions and exchanges between the different sites CoP using the English language code.

Summarising the virtual interactions on this platform, a total of 119 people were active users of the sites. These included all stakeholders and researchers at all 6 research sites that were interested in the virtual interactions. A total of 27 discussion threads and 146 were shared, the majority of the files were pictures. The virtual interactions were relatively small compared to the total numbers showing up at the workshops, just over 17%.

Though one could conclude that in building collaborations and fostering continuity over time the physical meeting points are more important than the virtual ones, it is important to see the **virtual as complementary to the physical workshops**, not either or.

Preparing the community for the long haul means both to be aware that in such research process not all moments may be “exciting” and “appealing” ones and that what may be “exciting” to some of the participants may not be felt like such to others. Also **rhythms are different in the several co-production processes** and mainly it is important to be aware that, when adopting such collaborative and CoP approach, life continues side-by-side and beyond the project schedules and terms. This means that both researchers and stakeholders in such dynamics, even engaged with the research that launched these communities, are meant to be engaged also with other tasks and causes during these process and that mainly are also meant to follow going on such dynamics and causes when research reach to its end.

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As a long haul, sometimes these processes needs “sprinters”, but most of the time it really needs “spider” skills to keep the flame alive, to tease or just nourish evolving moments, or even to enable a collective resilience to address unexpected events or less sexy ones. Sometimes, also, these processes need and have to deal with “uncomfortable” teasers and, at the same time, have to co-produce new “re-comfort” anchors to keep going.

When planning the roadmap for such collaborative approach it is important to make room to accommodate such dynamics and to ensure that interactions may allow a reasonable rhythmic to deal with the research schedule but also a balanced and open time organisation to accommodate these other dynamics and to ovoid both big pressures or long voids within the community building process.

Building a community and evolving in a fruitful collaborative and co-production approach is actually not a short run or even linear process. Instead, is an “adventure”, with ups and downs, full of surprises, some goods other mostly challenging, demanding all set of rational, relational and emotional skills and a great generosity from all participants.

BINGO experience so far in such adventure showed how much we all have to learn with it, how valuable it may be and how rewarding is being part if it.

Figure 16 - Guideline 3.12: Main points

- 1 •A virtual platform could work as complementary to the physical workshops
- 2 •Not all moments are exciting and not all exciting moments are equal to all participants
- 3 •Rhythms are different in co-production processes
- 4 •Tease or nourish evolving moments or even to enable a collective resilience to address unexpected events or less sexy ones.
- 5 •These processes need and have to deal with “uncomfortable” teasers and, at the same time, have to co-produce new “re-comfort” anchors to keep going.

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4. PARTICIPATORY TOOL BOX

A large set of animation tools have been used in the BINGO project CoPs. In this section a summary of the animation tools is presented. The selection of tools for facilitating workshops will always be place, time, and location specific. The range of participation, time commitment, trust among the participants etc. will decide the best choice. It is also an experience from BINGO that the facilitators should be brave and try out different formats and animating tools to find the style that best suits the group. The complete list can be found in Table 2.

Table 2 - Participatory tool box list

Objective	Animation tool
Icebreaking & Networking	“SINGLE WORD”
	Expectations/Testimonial Tree
	Welcome Coffee & Coffee Corners
	Flashbacks Storytelling & CoP’s Panels Synopsis
Inspiring & Setting the Scene	BINGO <i>so far</i> News
	“ROUND TABLE CAFÉ”
	SWOT ROUND WORLD CAFÉ” & Shopping
	“LEGO PIECES” with PESTLE bias
	“PERSONAS”
	MAPPING Spots
	Storytelling
	PICTURE INTRODUCTIONS
INFLUENCE/MOTIVATION MATRIX	
Defining & Scope	Futuribles STORRYTELLING ROLEPLAY”
	In the shoes of ...
	Backcasting
	ENVISIONING THE FUTURE
Ideating	Quick Scan Ideas Rope
	CATWOE (SSM)
	Roadmap Design

February 2018

Icebreaking & Networking

“SINGLE WORD”

Main purpose:

Icebreaker / Introductions in groups or for the whole workshop

Description:

In order to introduce themselves, participants pick up a word-card (i.e. names of animals; names of daily objects; names of feelings,) and are asked to tell a personal story revolving around that word. Sometimes this game was also used to randomly distribute the participants around small working groups.

Pros/Cons:

- ✓ Promotes dialogues and initiatives
- ✓ Enables icebreaking + interaction
- ✓ Increases participation
- ✓ Predisposes to creative work and unexpected links rationales
- ✓ Makes presentations focus + brief

Props:

Pieces of paper or game cards with single words printed on them

Illustration Sample:



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Icebreaking & Networking

Expectations/Testimonial Tree

Main purpose:

Activation Icebreaker / Introductions

Description:

In the reception of participants a hand designed tree (or a tri-dimensional one) teases participants to contribute with their expectations to the project and/or the meeting. A brief reading of all hanged post is made by the facilitator during the housekeeping introduction. At the end of the meeting, participants are asked to select the post that have been achieved and put them aside or just add their testimonials (using a different post-it colour, for instance).

It also may be used as first exercise devoted to specific tasks, such as quick scan of “doubts” or “myth identification” about a subject.

Pros/Cons:

- ✓ Enables icebreaking + interaction
- ✓ Increases participation
- ✓ Predisposes to creative work and unexpected links rationales
- ✓ Enables reflexive evaluation and suggestions to keep going on work development

Props:

A wall paper to design a tree + Post-its // A 3D tree + pieces of paper + clips

Illustration Sample:



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Icebreaking & Networking

Welcome Coffee & Coffee Corners

Main purpose:

To enable icebreaking in welcoming and enhance participants interactions

Description:

Instead of coffee breaks, a welcome coffee can help hosting participants at the arrival to the meetings and to make introductions between them while arriving, enabling side networking and informal exchanges. Keeping the coffee corner available during all meeting also enables to create an informal and creative ambiance while meetings and more exigent work goes around, keeping energy high.

Pros/Cons:

- ✓ Enables icebreaking + interaction
- ✓ Enables mutual informal meeting and acknowledgement
- ✓ Helps to save time in formal presentation introductions
- ✓ Helps to keep energy high

Props:

Coffee, tea, tube water, candies, fresh and hand eat fruit, cups, etc.

Illustration Sample:



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Icebreaking & Networking

Flashbacks Storytelling & CoP’s Panels Synopsis

Main purpose:

To keep visual they join work and group achievements, to enhance mutual exchanges and CoP identity and to coach newcomers welcome.

Description:

Just take some photos of meetings more significant moments and co-productions and start document a story of mutual work in a single PowerPoint or a living CoP mural Panel. Invite participants to share their own pictures and to add on going new chapters to the CoP flashback storytelling and to contribute with their experiences to keep it up to date. Use new added chapters to introduce each session or as welcome updated curiosity and newcomer coaching.

Pros/Cons:

- ✓ Enables icebreaking + interaction
- ✓ Enables mutual informal meeting and acknowledgement
- ✓ Enables sharing experiences from different points of view
- ✓ Enables to keep CoP identity alive and as an under construction process
- ✓ Support a join and shared process memorial + the acknowledgement of the achievements and path to keep going
- ✓ Helps to welcome newcomers through a teasing and quick way

Props:

Photos, testimonials, living Mural Panel layout and/or updated PowerPoint

Illustration Sample:



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Inspiring & Setting the Scene

BINGO *so far News*

Main purpose:

To keep everyone updated to what is being done in the project

Description:

“BINGO so far news” has been a moment when researchers share with all stakeholders what was going on the project in the beginning of each workshop. Some results could be presented as brief news documented by a PowerPoint, for instance, or just a brief storytelling. These research briefings were followed by brief debates, detailed explanations on topics regarding participants most interest manifestations or just enlarged experiences exchanges on those topics. The idea is not to overwhelm participants with in deep methodological explanations or to take room to other workshops interaction goals, instead to ensure an exchange and inspiring momentum to update materials and achievements and to promote insightful debates around what is new in project developments.

Pros/Cons:

- ✓ Demands on going exercises of research communication synthesis
- ✓ Allows reflexive moments between researchers and a global accountability attitude
- ✓ Enables on going data, information transfers and debate along the project
- ✓ Allows general awareness on the project schedule, goals, difficulties, relevant data treatment procedures and knowledge achievements

Props:

Storvtellina. Available data/information: visit tours...

Illustration Sample:



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Inspiring & Setting the Scene

“ROUND TABLE CAFÉ”

Main purpose:

Collect many inputs and ideas for opportunities and solutions

Description:

This is an already well known tool very inspiring. In BINGO different tables accommodated different topics/issues. For each table there was a facilitator who takes notes for the table. Participants were divided into groups equal the number of tables and moved from table to table given 10-15 minutes at each table. The facilitators give a quick introduction to newcomers and then the group brain storm about the topic during the given time. At the end the facilitators summarise all the input from the groups and brief in a collective debate.

Pros/Cons:

- ✓ Very supportive to quick scan topic overviews
- ✓ Improves participation of all participants in all topics
- ✓ Focus on collective outputs instead of just alpha players
- ✓ Enhances quick trends and tensions overviews to discuss
- ✓ Enables to develop former ideas in one table with the experience of the discussion other topics
- ✓ Enhances informal exchanges
- ✓ Demands a very accurate time control and facilitation debriefing skills

Props:

Poster boards for each table of topic // Pens and post-its

Illustration Sample:



Inspiring & Setting the Scene

“SWOT ROUND WORLD CAFÉ” & Shopping (page 1 of 2)

Main purpose:

Build common understanding of an issue (i.e. implications of climate change). This animation tool helps to address the challenges into what the stakeholders and researchers can collectively agree on viewing as relevant or challenging /difficult and built a shared base to further debate and/or exploitation.

Description:

In this activity there were 4 tables, each devoted to one of the SWOT dimensions (1 table to strengths – the green one; 1 table to weakness – the red one; 1 table to opportunities – the blue one; 1 table to threats – the yellow one) to be addressed regarding the topic. In each table participants have been invited to provide inputs and discussion on the selected SWOT dimension posting ideas in the colour table board, and then to move to the next table after 15 minutes at each post. One “resident facilitator” in each table keeps the discussion alive and makes sure that “all” contributions and ideas are register in the table board, organizing the posts by clusters of challenges.

At the end of the RWC exercise the 4 SWOT exercises will be posted on the wall and all participants are invited to review the collective production on the wall before a brief debate on main insights is launched.

After the debate, participants are invited to “shop” the most relevant and difficult dimensions of the SWOT exercise to keep in mind for further developments. They come back to the wall exposition of the collective work and post 5 green signs each in the dimensions of the SWOT/Challenges exercise they consider of “utmost relevance” and post 5 red signs each in the dimensions of the SWOT/Challenges exercise they consider of “utmost difficulty to manage”.

A second round of deep debate can be then focus on the most relevant and difficult challenges to address and on the reasons they may be consider as such, enhancing opinion and experiences exchange and deep awareness on divergent and/or shared opinions.

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Inspiring & Setting the Scene

“SWOT ROUND WORLD CAFÉ” & Shopping (page 2 of 2)

Pros/Cons:

- ✓ Very supportive to a quick scan Swot on a topic
- ✓ Improves participation of all participants regarding each Swot perspective
- ✓ Focus on collective outputs instead of just alpha players
- ✓ Enables to address challenges from different perspectives
- ✓ Enhances informal exchanges and quick scan debriefings
- ✓ Pushes for "choices" and reflexive positions
- ✓ Enables to identify balances on pros and cons and deep debate trends and voids without exposing sensitive positions
- ✓ Demands a very accurate time control by facilitators and faster absorption of collective co-productions by all participants

Props:

- One colour Panel for each swot dimension/each table
- Pens and post-it notes
- Green and red signs for participants “shopping” exercise

Illustration Sample:

SWOT/RWC



Reviewing collective co-productions



SWOT outputs shopping



Shopping results



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Inspiring & Setting the Scene

“LEGO PIECES” with PESTLE bias (page 1 of 2)

Main purpose:

The aim of this exercise is to get the participants to divide issues /challenges /risks and solutions/opportunities in 2 groups that can be further subcategorised.

Description:

The workshop facilitator organises a table full of Lego by placing a set of blocks in the centre with a sentence to capture the perception of a topic for the case study. For example, in the BINGO project we choose the teasing “How far is the study area exposed to risks, regarding climate challenges?” Participants were invited to join all around the Lego table and to post thin post-its of 2 different colours in the Lego pieces, to identify (a) risks and (b) ideas / solutions in need to cope with those risks, in a sustainable and resilient way.

Using a PESTLE bias, the workshop facilitation invites everyone to look at the contributions on the table and to organise them according the PESTLE framework, clustering the pieces according to their political, economic, social, technological, legal and environmental nature, separating and clustering the risks identifications and the solution. As divergences occur on criteria to organise and cluster the pieces, participants are invited to argument, to identify diverse dimensions and multiple ways to approach the topic (complex problem approach) and to join further pieces and inputs to the table or just agree on one criteria. As the Lego pieces are all clustered, the workshop facilitator invites everyone to share their insights on top 5 dimensions from the discussions and to participate in a global debate around the join production.

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Inspiring & Setting the Scene

"LEGO PIECES" with PESTLE bias (page 2 of 2)

Pros/Cons:

- ✓ Participants get involved and active all the time in posting and following the evolution of the arguments and the roots of what is achieved at the end, as collective output
- ✓ Enhances participants' self-organisation to solve problems
- ✓ Supports to highlight often divergent or just hidden perspectives on clustering arguments in risk assessment
- ✓ Helps to clarify positions and/or assumptions, enabling exchanges and communication and overlap misunderstandings
- ✓ Enables to collect inputs as to go deeper in their discussions
- ✓ Enables to map potential roadmaps to address the topic
- ✓ Beside arguments and contents is mostly useful to overlap eventual communication gaps on their use and expressions
- ✓ Demands resilience and "out of the box" thinking towards a shared meaningful framework, instead of just rational and stable conceptual approaches guidance
- ✓ Enables powerful insights on what may be really relevant to address the topic in a visual way
- ✓ Demands eventual discomfort, disruptive and/or conflict facilitation skills
- ✓ Energy and reflexive thinking demanding, but also fun and satisfactory

Props:

LEGO pieces and thin post-it notes

Illustration Sample:



Lego Inputs



Lego Clustering



Lego Exercise Debriefing

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Inspiring & Setting the Scene

“PERSONAS”

Main purpose:

Encourages participants to view things from different perspectives and to address drivers and obstacles to join actions

Description:

In Bingo the Personas game was used to explore different profiles: (a) I am... a drought in a river basin; (b) I am ... a little farmer at the river basin; (c) I am ... a teenager living in the same river basin; and (d) I am ... a decision maker. Participants joined in different task groups were invited to develop the profile of each Persona, as far as they could, regarding their perceptions, experience and attitudes towards climate challenges as well as regarding their other concerns and habitus. Each group shared with everyone their “Persona”. Interactions between the different “Personas” can be further encouraged and a larger debate is promoted on what can drive and trigger and/or challenge or obstacle a collective/join approach to the topic.

Pros/Cons:

- ✓ Participative are pushed to think about things in a different way, and to put themselves in the "shoes" of different actors.
- ✓ It reveals accurate details that are usually lost in more conceptual discussions
- ✓ Is very creative, fun and insightful
- ✓ Enables discussions and solutions to evolve in solutions to overlap obstacles

Props:

Creativity, paper, pencils (eventually magazines, scissors and glue to get personas more visual)

Illustration Sample:



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Inspiring & Setting the Scene

MAPPING Spots

Main purpose:

To identify in the territory critical and potential spots according to the diverse stakeholders perceptions and experiences

Description:

In order to map perceptions of risk vulnerabilities and protected areas in the territory a big map of the site (i.e. Lower Tagus Basin) was posted at the room wall. Each participant using different colour post-its and brief words tag on it and mark (a) places they identify as more vulnerable to risks (using red post-its); (b) places they identify as less vulnerable to risks (using green post-its); and (c) places they are more acquainted with, since they usually move in or use more. When everyone has marked their spots a quick overview of concentration spots, gaps and or disperse or controversial ones supports a larger debate on accurate critical and potential risk spots in the territory and a join assessment of “impacted zones”...

Pros/Cons:

- ✓ Quick scan overview of spots, gaps and/or divergent perceptions and/or experiences
- ✓ Fun and time saving, engaging all participants
- ✓ Visual and insightful
- ✓ Supports in deep debates on critical concrete impacted zones

Props:

A A0 Map of the territory; 3 colour thin post-its

Illustration Sample:



Inspiring on Mapping co-productions results

February 2018

Inspiring & Setting the Scene

Storytelling

Main purpose:

To identify main triggers and challenges do be addressed and developed in the project and within stakeholders daily activities

Description:

In BINGO, participants were often invited to share stories and to debate on what they may directly or indirectly tell about a topic or situation. For instance, to go deeper in site impact zones by climate challenges, participants were invited, in groups, to choose and described an event that occurred in the past, and then to simulate what would happen if a similar and/or a different event would occur again nowadays. Then they told and shared their stories with all participants, while a facilitator designed it in a wallpaper board. At the end, main triggers and challenges were identified to keep in mind and be developed, as details that should be present in solutions ideation.

Pros/Cons:

- ✓ Enables experiences sharing based on concrete situations
- ✓ Pushes the creative way, is fun, visual and time saving
- ✓ Enables reflexive collective insights
- ✓ Enables to focus on triggers, drivers and/or concrete obstacles to further solutions design

Props:

Focus and creativity

Illustration Sample:



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Inspiring & Setting the Scene

PICTURE INTRODUCTIONS

Main purpose:

Ice-breaker exercise to establish a relaxed working atmosphere among participants.

Description:

The workshop facilitator places a set of photos on a table in the hall before the participant arrivals. There should be more photos than participants to allow everybody a choice. The photos portray the relevant thematic topic. For example, for the BINGO project this was climate change risks in water resources management. The photos should be representative of the local environment, in order for the participants to feel familiar with them. Ideally, some of photos are taken at the research site, such that participants recognize the site and tell their own stories.

The facilitator asks the arriving participants to register and select a photo with whom they identify. When all participants have arrived and are seated, the facilitator invites each participant to introduce him/herself and explain why they had chosen the specific photo (see photo below).

Pros/Cons:

- ✓ Ice-breaker exercise that activates participants and gives everyone the opportunity to present themselves.
- ✓ It gives participants something to do, while waiting for everybody to arrive.
- ✓ Can be combined with Influence/Motivation matrix
- × Con: Time-consuming activity in case of large group of participants

Props:

Printed photos (A4) relevant to the meeting's thematic topic

Illustration Sample:



A BINGO stakeholder explains how the water is diverted for irrigation from the river

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Inspiring & Setting the Scene

INFLUENCE/MOTIVATION MATRIX

Main purpose:

To break the ice and to understand to how participants see themselves and each other

Description:

The workshop facilitator asks all participants to write their name on a small post-it. The participants are then invited one by one to introduce themselves and place their post-it in an A-1 size stakeholder matrix, according to their level of motivation (x-axis) and influence (y-axis) in the case-study area (see photo below).

The other participants are encouraged to voice their (dis)agreements.

The workshop facilitator analyses the motivation and the influence of participants on the relevant thematic topic.

Pros/Cons:

- ✓ Ice-breaker exercise that activates participants and gives everyone the opportunity to present themselves.
- ✓ Can be combined with Influence/Motivation matrix
- × Con: Time-consuming activity in case of large group of participants

Props:

A1 size poster with the influence/motivation matrix // Post-it notes and markers

Illustration Sample:

The final allocation of BINGO workshop participants in the stakeholder matrix



Defining & Scope

Futuribles STORRYTELLING ROLEPLAY” (page 1 of 2)

Main purpose:

Increase understanding for different viewpoints and helps to figure out expectations on outputs and outcomes of a project

Description:

The workshop facilitator presents the storytelling challenges roleplaying game and divides the workshop participants into groups teasing them to work in a joint vision on BINGO project outputs and outcomes.

Groups prepare 2 dramatizations, imagining how they would tell and share their project experience in the future: one imagining a TV interview after BINGO reaches its end, and another imagining a future joint project preparation meeting. Participants must be aware that these situations will occur after BINGO project experience and prepare a storytelling.

To prepare the “TV interview”, one group can be in charge of preparing the role of a “TV pivot” identifying what kind of questions they would make and choose 2 participants to play the role, while another group prepare the role of a “BINGO CoP member” and the story they would like to share according to their experience and “success feeling” and also choose 2 participants to play the role of 2 different BINGO CoP members.

To prepare a “future joint project preparation meeting”, 2 roles may be distributed by 2 other groups, considering that there will be stakeholders that didn’t shared the BINGO experience and prepares a new application, have heard about BINGO as a “successful actionable research experience”, but they don’t know exactly what “actionable research” actually is and never heard about CoP, One group prepares the role of “curious but suspicious” promoters players, while another prepares the role of “invited BINGO CoP.

Groups dramatize the 2 situations and at the end a larger debate engages everyone in identifying expected evidences by BINGO experience and triggers and drivers to focus on during the project.

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Defining & Scope

Futuribles STORRYTELLING ROLEPLAY" (page 2 of 2)

Pros/Cons:

- ✓ Participants get involved and active all the time in posting and following the evolution of the arguments and the roots of what is achieved at the end, as collective output
- ✓ Helps to envision and fine-tune the desired and undesirable outcomes of a project in a very fun and creative ambiance
- ✓ Very accurate in evidences expectations and assessment
- ✓ Helps to address a join vision and to be collective aware on eventual struggles and ambition purposes to achieve
- ✓ Supports motivation to collectively "build the future from the start

Props:

Creativity and just make room to facilitate roleplaying presentations

Illustration Sample:



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Defining & Scope

In the shoes of ...

Main purpose:
Empathy building

Description:

Participants were sorted by groups that should take the "shoes" of different stakeholders: (a) politicians; (b) CEO's decision makers; (c) regulatory bodies; (d) farmers; (e) citizens. Each group should work on a situation that revealed what should mean "to put water issues in the political and public agenda" (one of the topic chosen to an actionable lab), taking account "their shoes", and perform it to all participants. A collective debriefing followed identifying, drivers, triggers, solutions, conflicts and/or shared visions.

Pros/Cons:

- ✓ Allows making real "real situations"
- ✓ enables kick learning on different roles activities and empathy building with different roles than the ones participants are used to
- ✓ allows to "personify" ideas and different situations and worldviews
- ✓ Creative, "out of the box", fun & revealing experience

Props:

Cards identifying the different role actors, creativity and room to allow the roleplaying performances

Illustration Sample:



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Defining & Scope

Backcasting (page 1 of 2)

Main purpose:

Design a roadmap from future vision to present challenges

Description:

Backcasting is a planning tool that is based on future desirable and undesirable scenarios to figure out and roadmap what needs to happen to achieve or avoid those future scenarios.

In BINGO this backcasting approach was used as a visioning exercise to address how participants feel prepared to embrace climate changes in their own sites. First participants were asked to share their “nightmare” and “dream” future scenario regarding being or not being prepared to climate changes in the future, by expressing radical but plausible consequences and evidences in their own sites (What does 2025 look like if adaptation fails completely? / What does 2025 look like if adaptation fully succeeds?). In one of the sites in order to ease nightmares and dream shares between all participants, 2 core stakeholders were asked to previously prepare a detailed and accurate storytelling and a set of inspiring photos to support their visions. Based on these narratives, a set of post-it were distributed in a large time mural and a colour legend was settled to accommodate contributions regarding different trends and areas of impact/events expression: (a) territory; (b) population; (c) sectors; (d) corporation; (e) others domains.

All participants quickly contributed with new and/or detailed topics to the collective “dream” and “nightmare” scenarios design, composing a very rich product. The identification of the critical issues/challenges “naturally” followed supporting a shared awareness and perception process and inspiring clusters of purposes/topics to be developed.

Participants were then randomly organised in working group tables, picked a topic to develop on feasibility and exploitation of critical paths and worked on it inspired by the global question: “what should happen across the timeline in order to ensure the conditions to place the site on the road of the “dream” scenario and faraway of the “nightmare” one?.

All groups shared their outputs by posting their backcasting tips in the scenarios panel, completing the exercise and allowing an integrated overview and discussion around already existing initiatives, new ones and complementary ones to ensure their feasibility, efficiency and efficacy.

A global debriefing on collective production and scenarios challenge design was animated and participants were invited to contribute to a Top 5 summing-up on success critical points and triggers to address at their own Site.

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Defining & Scope

Backcasting (page 2 of 2)

Pros/Cons:

- ✓ Very insightful and based on concrete situations
- ✓ Visual, impressive and involving
- ✓ Allowed to focus and discuss struggles in a constructive way
- ✓ Enhanced passing from awareness to implication
- ✓ Enabled to start road mapping feasible and more difficult adaptive measures to develop

Props:

Large timeline Mural, post-its, images

Illustration Sample:



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Defining & Scope

ENVISIONING THE FUTURE

Main purpose:

The aim of this exercise is to reveal participants’ perceptions about the future perspectives of the relevant thematic topic.

Description:

The workshop facilitator splits the participants in groups of 4-8 participants. Tables are covered by a large sheet of writing paper, marked with the topic, the future year and a smiley (optimistic perceptions) or sad face (pessimistic perceptions). Participants are asked to write their perceptions of the future (positive/negative, depending on the table) on cards. (One perception per card!). Approximately fifteen minutes are given to stakeholders to write their perceptions. Then each participant explains his/her perceptions, the group discusses, and the cards are put on the table (one by one). Together the stakeholders will try to organize and connect the boxes with arrows (cause and effect), boxes and anything else, drawn on the paper.

If the relevant thematic topic consists of different sub-topics, groups for each sub-topic are created. For example, for the BINGO project the aim was to reveal perceptions of participants towards climate change and particularly towards droughts for two sectors, namely, agriculture and domestic water supply (see photos below).

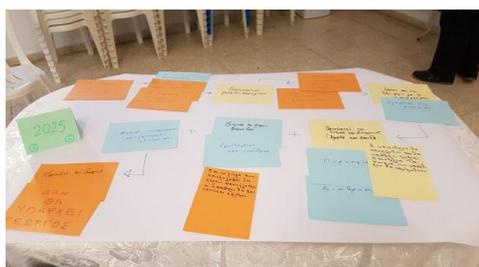
Pros/Cons:

- ✓ Holistic view of stakeholders’ vision and perspectives regarding the relevant thematic topic.

Props:

Cards // Markers // Large writing sheet to cover the table

Illustration Sample:



Pessimistic views of BINGO participants of drought impacts on agriculture



Optimistic views of BINGO participants of drought impacts on agriculture

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Ideating

Quick Scan Ideas Rope

Main purpose:

Quick scan ideas share

Description:

In BINGO sessions sometimes we just provided an “ideas rope” so that participants could hang ideas to share or to keep in mind for further interactions. The ideas rope can be active all along the sessions to collect insightful ideas and to promote informal networking between participants

Pros/Cons:

- ✓ Ensures that valuable “insights” are not loose, even if not of immediate value for the discussions or co-productions
- ✓ Allows quick production and share of ideas to develop in further moments

Props:

A rope; pieces of paper; pins

Illustration Sample:



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Ideating

CATWOE (SSM) (part 1 of 2)

Main purpose:

Explore and figure out potential solutions to address challenges

Description:

To address climate change adaptive measures participants were invited to explore a CATWOE teasing exercise. CATWOE is a tool provided by SSM (Soft System Methodology), that teases to discuss and to identify actionable measures/activities, by (i) framing them in the Transformation (T) intended to achieve and in the Worldview (W) that may support them; (ii) identifying the main Clients (C)/Target Groups; Actors (A) to involve and relevant Owners (O) that may facilitate and/or difficult the action; and by (iii) exploring Environmental (E) potentials and constrains to their development. In order to go deeper in adaptive measures exploitation and to allow proxies to BINGO purposes, the working groups were also invited to develop some tips on its rational and application, such as (iv) measures' most accurate promotor to lead; (v) critical stakeholders to engage and how; (vi) main resources to allocate to measures' application and development; (vii) draft design of their critical path and (viii) suggestions to their assessment monitoring and evaluation.

Working Groups were provided with the BINGO short list of Risks/Objectives previously co-produced so that they could work on due connections and indexations while exploring CATWOE exercise. In a first interaction the working groups co-produced several inputs that were shared in a common Mural according to the 4 main BINGO vision scopes.

After this first interaction a collective systemic cross-test was facilitated, involving participants in the discussion of previous inputs, regarding their incidence and contributions to the main vision scopes and objectives, their grass root rational, their enabling and/or final status and systemic remaining “blind points” and “bottlenecks”. This fruitful discussion allowed focusing the attention in 3 main topics/sets of measures to in-deep.

Working Groups launched a second interaction revisiting the produced inputs and worked on additional CATWOE's developing and focusing in the challenges of previous systemic cross-tests and collective discussion.

Each working group presented and discussed collectively their ideas, detailing their feasibility requests and possibilities, allowing their enrichment and robustness, roadmapping and evaluation.

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Ideating

CATWOE (SSM) (part 2 of 2)

Pros/Cons:

- ✓ Enables creative ideation and focus through step-by-step fine-tuning approach
- ✓ Enables accurate discussions and pre-test ideas validation
- ✓ Enables to make links with previous co-productions
- ✓ Enables shared references co-production to base future joint actions

Props:

CATWOES Factsheets; supportive previously co-produced content material; a big Mural where to organise and test ideas

Illustration Sample:



CATWOE (SSM)		BINGO	
Objetivo (1)	Transformación		
Justificación (2)	Modelo (3)		
Destinatario (2)	Medios (4)		
Acción (4)			
Contexto (2)	Factores (5)		
	Condiciones (6)	Limitaciones	Facilitadores

Desarrollo		BINGO	
Desarrollo (SSM)	Eje		
Notas	Proceder		
	Interventores		
	Recursos e ideas		
	Carácter Crítico		
	Asesoramiento		

February 2018

Ideating

Roadmap Design

Main purpose:

Ideate solutions and concrete ways to implement them

Description:

To start a roadmap design in one of the BINGO CoP session, participants were organised in 5 different groups. Each Group was devoted to design a roadmap with concrete actions and tasks ("What is need to be done in order to effectively...") to develop ideas to be implemented towards pushing water issues to (a) a Public Agenda in general; (b) a Public Agenda in the BINGO site; (c) a Political Agenda in general; (d) a Political Agenda in the BINGO site; and (e) a high level integrated Political & Public Agenda. Each Group shared their roadmaps in a common paper posted in the wall and began a cross-test debate. A global discussion and debriefing was developed around common issues and immediate feasible initiatives

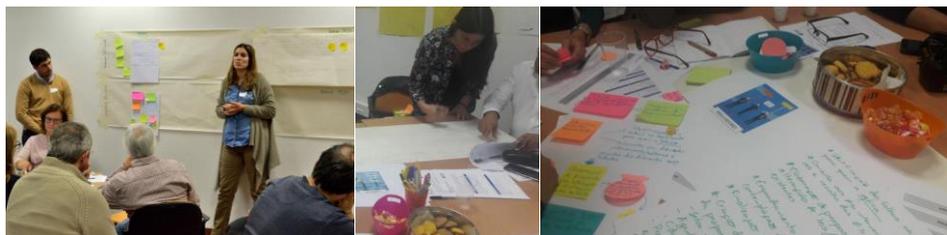
Pros/Cons:

- ✓ Enables ideas creation sprints;
- ✓ Supports ideas organisation;
- ✓ Enables syntheses and feasibility approaches;
- ✓ Enables quick focus on actionable tasks and activities
- ✓ Helps to overlap "impossibles" and deadlocks into feasible and actionable solutions opportunities

Props:

A large wall paper with a time line to accommodate and compare different contributions

Illustration Sample:



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