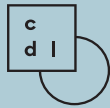


THE CO-DESIGN CANVAS

An empathic co-design tool with societal impact.

Connect people and
ideas, harness the
power of collective
knowledge and act
together!



cube
design labs



SISCODE





Colophon

Concept
Wina Smeenk
Anja Köppchen

Text
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Gène Bertrand

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Nadine Vroomen

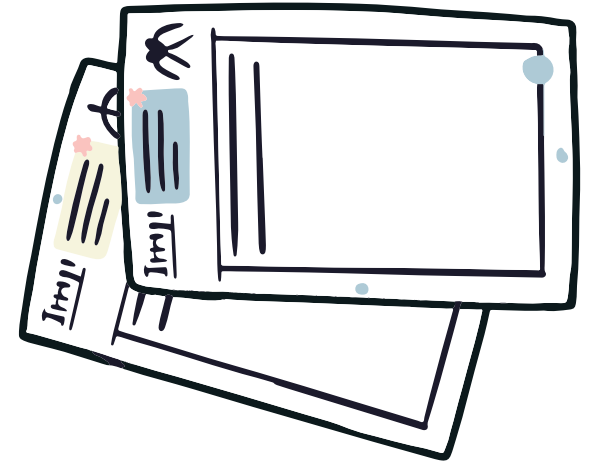
Illustrations
Ambre Reijntjens

Translations
Cunningham Text
& Translation

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power of collective
knowledge and act
together!



THE CO-DESIGN CANVAS

An empathic co-design tool with societal impact.

About the authors

DR WINA SMEENK

Wina graduated from Delft University of Technology, where she studied Industrial Design and specialised in innovation management and user-centred design. She then spent more than 10 years working as an innovation strategist and designer for a variety of international businesses in many different product sectors, including Giant Bicycles, Sony and Playstation. She also helped to develop innovative, design-oriented education programmes for universities of applied sciences, such as Inholland, the HAN and the HvA, as well as THNK, the Amsterdam School of Creative Leadership and the Faculty of Industrial Design at Eindhoven University of Technology. Wina launched her co-design agency, ‘Wien’s Ontwerperschap’, in 2010. In 2019, she defended her PhD thesis Navigating Empathy, empathic formation in co-design processes. Since 2021, she is appointed as a Professor in Societal Impact Design at the Inholland University of Applied Sciences in Diemen.

DR ANJA KÖPPCHEN

Anja has a multidisciplinary background. In 2014, she defended her PhD thesis at Radboud University, combining insights from economic geography, cultural studies, and fashion theory, to understand the relations between design and production at a distance. From 2019–2020, as part of the Going Circular, Going Cellulose research project at ArteZ University of the Arts, she investigated co-creation possibilities between designers and producers in the context of circular design strategies. From 2015-2021, Anja co-developed and coordinated the design labs of Cube design museum. The main focus was on helping students and young designers to shape their own design practice using Design Thinking in the context of societal challenges. She also facilitated and encouraged co-creation between various stakeholders, including museum visitors. As part of the Horizon 2020 SISCODE project, Anja was responsible for coordinating a co-creation journey with local citizens and policymakers, resulting in the current Co-Design Canvas.

GÈNE BERTRAND

Gène is the head of programme and development at Museumplein Limburg. He has a background in culture, media, education and PR/marketing, and has been involved in the setup and development of Cube’s co-creation and co-design labs in recent years. Throughout his 40+ years of experience, Gène has been involved in setting up and developing the three museums of Museumplein Limburg. He was a co-curator of several exhibition projects including “Brain”, developed in cooperation with colleagues from Copenhagen and Göteborg. One of his recent projects was the “Nature” exhibition in collaboration with Cooper Hewitt, Smithsonian Design Museum in New York. He is responsible for international cooperation and is involved in designing and implementing many European projects and partnerships. His approach and working methods focus on co-design and co-creation: working with partners and stakeholders to create projects and content aimed at visitor participation.

Content

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SISCODE	16



“We had a really good discussion. People got excited and stayed engaged – it was extremely inspiring!”

– participating citizen

“It is important to create trust between policy makers and practitioners. It takes time, so start by openly sharing your goals, visions, and doubts without fear of showing vulnerability.”

– SISCODE workshop participant



“The canvas playfully offers clarity and overview; it can help us talk to each other instead of about each other.”

– municipal policymaker



“The canvas helped us to concretise our interests and to establish a common purpose and approach – we previously had no idea of what the other was doing and what we stood to gain from each other.”

– participating citizen



THE CO-DESIGN CANVAS

Connect people and ideas, harness the power of collective knowledge and act together!

The Co-Design Canvas: an empathic co-design tool with societal impact.

Congratulations! You have decided to join forces to tackle a social challenge; that is great! This Co-Design Canvas can help you. It is a tool that supports the facilitation of an open, transparent dialogue about everyone's experiences and interests, the alignment of expectations and goals, the creation of insights and understanding, and the exchange of knowledge, power relations and shared responsibilities in planning, conducting and assessing a co-design process.

The value of co-design

Tackling societal challenges (in social innovation and transformation processes) is not easy. Challenges such as climate change and the ageing population are examples of complex social issues (also known as wicked problems) with many uncertainties and variables:

1. there is no one right solution;
2. it is a dynamic and iterative process;
3. the problems involve a variety of stakeholders, each with their own perspectives and interests;
4. all stakeholders involved are necessary to facilitate change; and
5. it requires both individual and collective behavioural change.

In a co-design process, various stakeholders collaborate to tackle these complex societal challenges through participatory and creative methods. The aim is to create a shared

understanding and develop innovative thought processes for positive change and societal impact.

Problems in collaborative processes often arise from tensions between the people and organisations involved, e.g., due to power imbalance or (social) contingencies that evolve, were not foreseen nor discussed beforehand. The canvas can clarify these issues and relationships, and offer those involved stakeholders a common language and method to reflect on and in the process. Co-design processes require dialogue, transparency and empathy. The Co-Design Canvas can help facilitate these processes and create insight into why processes succeed or fail.

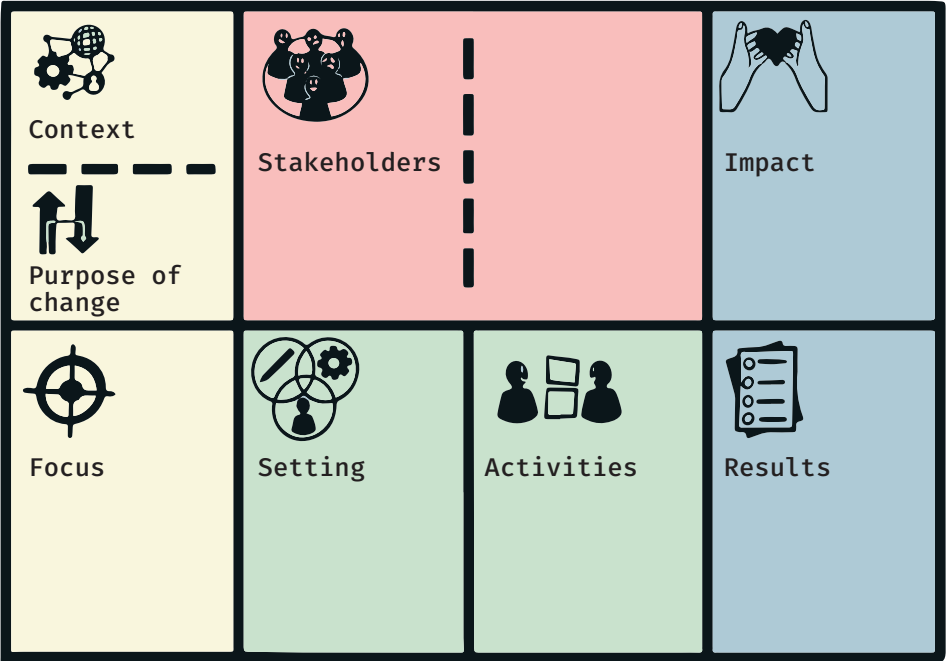
**THE CO-DESIGN CANVAS:
EIGHT CARDS, ONE TOOL**

The Co-Design Canvas is a tool for initiating, planning, conducting and assessing collaborations around societal challenges with various stakeholders openly and transparently. It offers a means for governments, citizens, businesses, non-profit organisations, knowledge institutions and other stakeholders to communicate and collaborate clearly. It clarifies differences in interests, knowledge, experience and power relations, focuses on the desired positive impact and concrete results from the start, and ensures that everyone’s voice is truly heard. In short, it is a tool that makes the variables of a co-design process clear and open to discussion, creating a common language, a clear starting point and an understanding of each other’s role and responsibility. The canvas provides the flexibility to respond to unexpected events and the knowledge to better understand, conduct, plan and assess a co-design project.

The Co-Design Canvas specifically identifies eight variables that influence a co-design process: the context, the purpose of change, the stakeholders, the results, the impact, and the co-design focus, setting, and activities. These variables do not only affect the process as a whole, but are also interrelated. The stakeholders influence the co-design focus, which, in turn, determines who should participate in the process. The stakeholders then also determine which concrete results and impact are desired and feasible, etc.

The canvas integrates these variables into co-design process cards, together forming a clear and accessible tool for co-design projects.

Each variable corresponds to one process card. The top of the canvas is primarily about taking stock and exploring: what is the question, and WHO should (ideally) be involved? The bottom side focuses on which co-design activities will be conducted with whom and where (HOW) to create opportunities for concrete results and positive impact. The left-hand side (yellow) clarifies the current situation (WHY); the right-hand side (blue) shows the desired situation (WHAT). See the illustrations on the next pages.



Schematic representation of the Co-Design Canvas, consisting of eight process cards

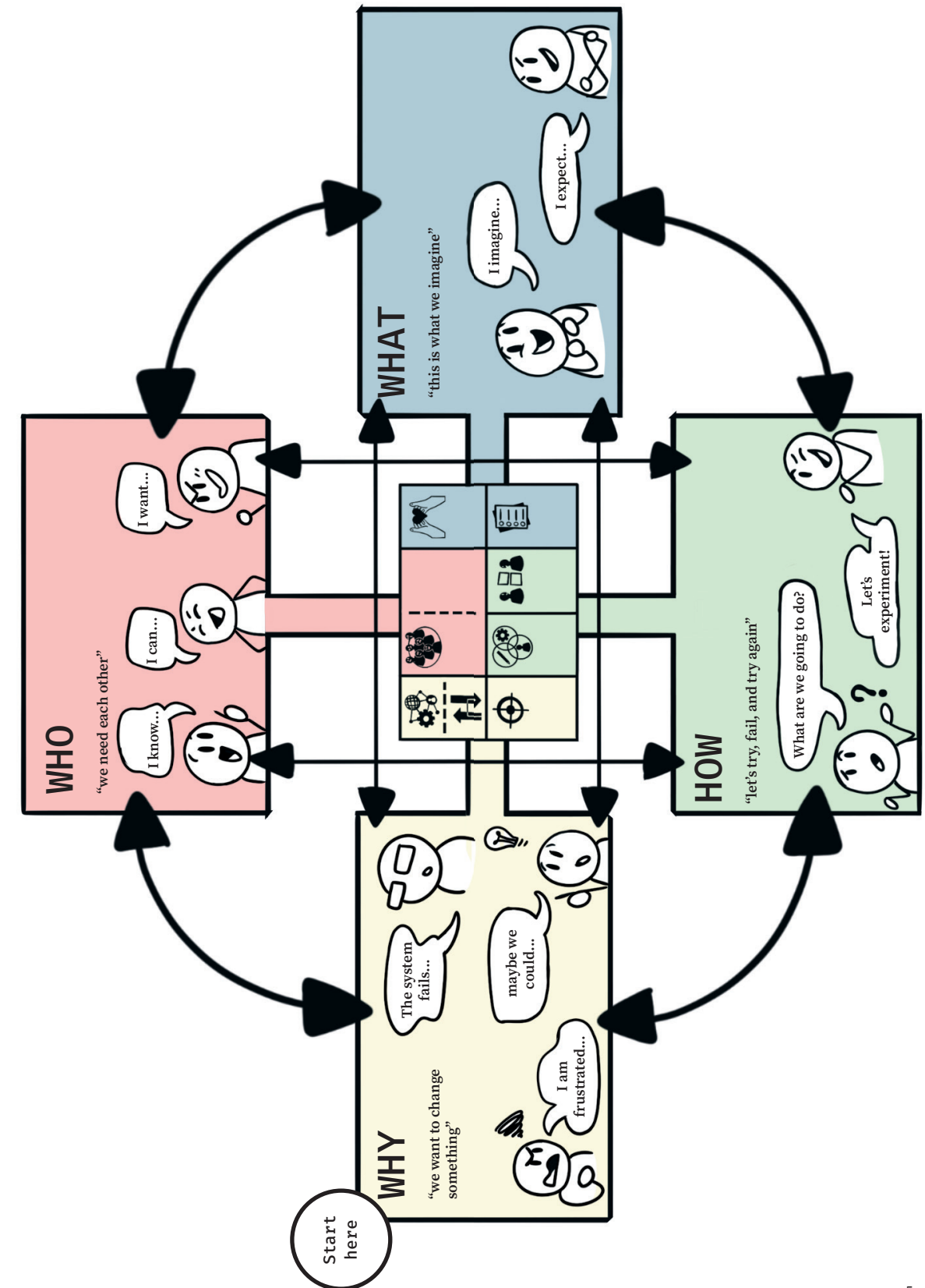
HOW TO USE THE CO-DESIGN CANVAS?

When using the canvas, it is important to realise that the canvas is primarily a means to determine the focus of the following co-design process (setting and activities) to achieve the desired results and impact. **Completing the canvas is not a goal in itself.**

The Co-Design Canvas

The context and the initial purpose of change, which together comprise the current situation (WHY), always form the starting point for collaboration. Throughout the process, you constantly move back and forth between the desired impact and results (WHAT), the people involved (WHO), the co-design focus, and the co-design setting and activities (HOW). The result is a sharper focus, while you may also discover that the actual context is much broader or more complex, and that you need to adjust the desired impact and results accordingly. The canvas is a dynamic tool whose content is constantly changing.

A co-design project is an iterative and joint learning process.



Context

The context of a societal challenge provides insight into the system surrounding the current situation: the environment, the stakeholders, conflicts and dilemmas, and the opportunities for change.

- > Why was this meeting arranged, and who took the initiative?
- > Is there a specific reason to collaboratively start taking up this societal challenge?
- > Does everyone recognise this situation and context? Why or why not?

Stakeholders

The stakeholders are all people and organisations that participate in or are affected by the initiative, including citizens, businesses, governments, knowledge institutions and non-profit organisations. They want to know the following of each other:

Who	Logo	Logo
Interests > Who has which interests and why? > What is your personal or organisational interest, and why? > Why do you think it is important for something to change?		
Knowledge > Who has what relevant knowledge, expertise and experience? > What knowledge can and will you contribute? > What knowledge and experience do we lack to achieve results and impact?		
Power > Who has what power, strength, influence, role? > What decisions can you make and what can you influence from your role? > What knowledge and experience do we lack to achieve results and impact?		

Purpose of change

The initial purpose of change relates to the current pressing societal challenge and addresses the WHY question.

- > Why are we starting this collaboration?
- > What is the urgency?
- > What would we like to change about the current situation, and why?

Who are we missing?

- > Are we missing stakeholders who could help us with knowledge, expertise, experience, power or influence to approach the challenge and realise change?
- > Are we missing stakeholders from the ecosystem surrounding the challenge that have an interest in this initiative or process?

Focus

The co-design focus gives the collaboration further direction by translating the common purpose of change in a certain situation with certain stakeholders into concrete HOW MIGHT WE questions.

- > What do we need to focus on to achieve the desired impact and concrete results?
- > How might we ... to achieve ...?
- > How do we collectively decide who will do what to achieve results and impact?

Setting

Consciously creating a pleasant, safe, and appropriate learning environment in which co-design activities can be conducted together contributes to an inclusive and participatory co-design process.

- > Which collaborative learning environments should be created or selected?
- > What space, people and resources are needed to create this setting?
- > Who will take the lead on that?

Co-Design Canvas

Activities

The co-design activities are aimed at 1) gaining a better understanding, step by step, of the current situation and the experiences of those involved, 2) using the stakeholders' interests (or intrinsic motivation), knowledge and power to reach new ideas and thought processes, and 3) changing the situation to achieve the desired impact and results.

Results

Defining the desired short and long-term results supports stakeholders to clearly understand the outputs of the co-design process they are embarking on together. This also contributes to the intrinsic motivation of those involved.

Impact

Positive impact is about the effect an initiative or process has and what it means to those involved and their surroundings.

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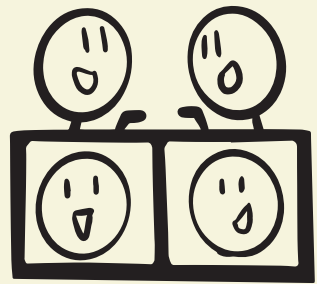
Results

Defining the desired short and long-term results supports stakeholders to clearly understand the outputs of the co-design process they are embarking on together. This also contributes to the intrinsic motivation of those involved.

Practical guidance

In co-design and participation processes, you want to empower every person to have equal input; you want everyone's voice to be heard and included. However, there are always differences in interests, experience, knowledge, role, social and organisational background, etc. The canvas aims to obtain

insight into these differences and similarities through open, respectful and transparent dialogue and to develop a collaborative approach. **How you facilitate this conversation is at least as important as who joins the process.**



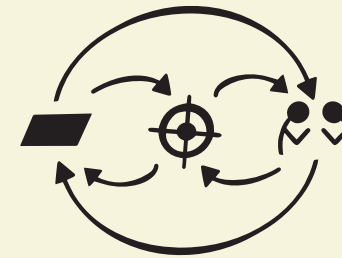
Online and offline

This manual is based on an interactive and creative co-design session in a physical setting. While an online setting is certainly possible, it introduces new challenges and requires additional competencies and conditions (e.g., web conferencing software, such as Zoom or Microsoft Teams, and interactive collaboration programmes, such as Miro or Mural).



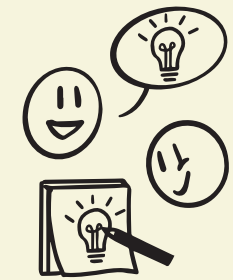
Time

A good discussion takes time. You will need at least two to three hours to discuss all the canvas cards in detail. Take your time, but stay within limits. Decide in advance how much time to allow for each card and complete it in time (avoid unnecessary repetition and getting bogged down in discussions resulting in loss of motivation). Tip: set an alarm for 20 minutes per card, for example.



Iterative process

Use the canvas flexibly. The canvas consists of eight interrelated co-design process cards. The order of the cards is not fixed. They can be used individually or in combination with each other. The connection icons in the margin (see page 15) show how the cards can be combined. See also the overview on the previous page. You can and will use the canvas multiple times during different phases of the co-design process— initially to explore the issue with a small group, later to determine the co-design focus with a more complete team of stakeholders. You can then split up again and explore the subquestions in subgroups and -sessions.



Facilitation

It can be a good idea to have one person facilitate the session, while the others fill in the canvas cards and thoroughly document the discussion that way. Post-its can be useful here. This working method allows everyone to write or draw out their thoughts individually before exchanging ideas, providing a multitude of perspectives and ensuring that everyone gets a chance to express their views. In most cases, one of the participants can act as a facilitator. However in some case it may be helpful to enlist an independent facilitator, depending on the level of knowledge and experience required for the discussion, and the difference a facilitator can make. For example, the facilitator plays a role in creating and maintaining a pleasant, open and safe atmosphere (the co-design setting). A social designer can also help the team to gather new insights through design methods.

Step by step



PREPARATION initiative and organisation

A good co-design session requires preparation, both in terms of the content of the social challenge or initiative, and in terms of the physical parameters in which the discussion takes place. Make an inventory of potential stakeholders and identify the ideal partners with whom to realise change. The invitation is also important. How you invite the potential stakeholders determines who will come; the tone of voice, the location, the time—even how and where you disseminate the invitation—all have an impact. It is important to get the participants excited about the content and make it clear that their voices matter for positive change.



START welcome and introduction

In preparation for the first co-design session, the initiator(s) or facilitator(s) can already complete parts of the canvas from their perspective. This can be used as the starting point of a dialogue, but it does not have to be—you can also start with a blank canvas.

You always start a canvas session by welcoming the participants. Thank them for taking the time to be there. It is good to hold a round of introductions if the participants do not know each other. An introduction round may also provide information relevant to the canvas (this can already be written in the relevant fields on the canvas cards or stuck on with post-its). Keep the introduction round short, as the time is also needed for the dialogue about the content, during which people will also get to know each other better. You can explicitly address it that way too. The session as a whole gives you the space to reflect together and get to know each other well.



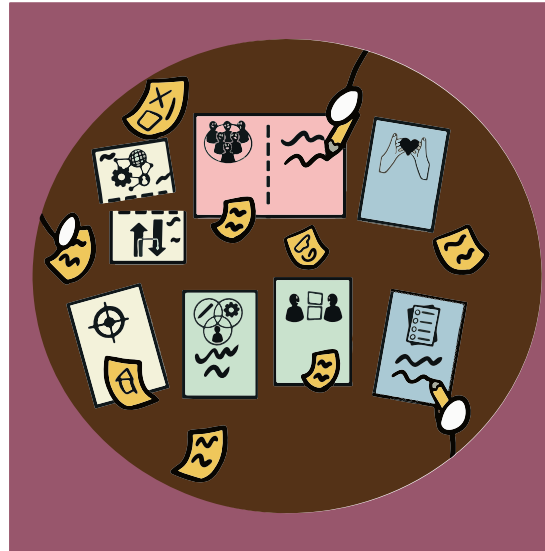
Step by step



INTERACTION

empathy and expectation management

The discussion with the canvas and the cards has a so-called semi-structured nature. There is a fixed starting point—the context and the initial purpose of change—but the order in which the cards are used can be determined according to their importance and personal insight. Cards may also be utilized side by side, depending on the interaction of the participants. There is nothing wrong with that, but it requires extra attention by the facilitator and all stakeholders. The primary goal is a constructive dialogue in which everyone has a say, leading to mutual understanding, good expectation management and constructive collaboration.

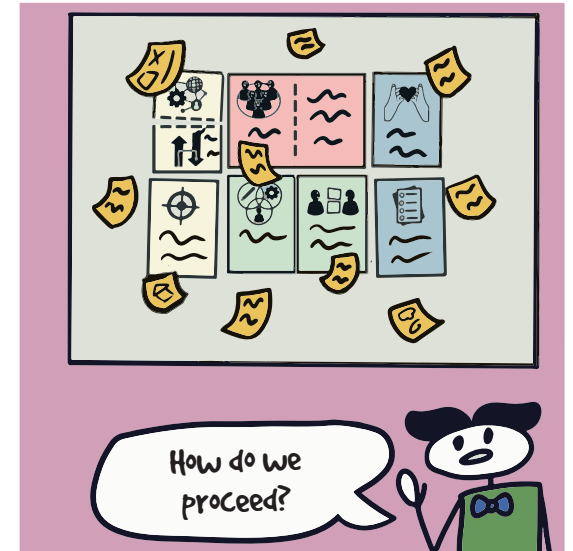


CONCLUSION

reflection in and on action

The canvas is a tool to facilitate and structure a dialogue and co-design process, but it should not put you in a 'straitjacket' or restricting any freedom of moving in different directions. If there is disagreement on certain aspects (e.g., the results or the co-design focus), you can also use the canvas to map it out. As such, there can be multiple questions and results (on post-its) on the canvas as an outcome.

A co-design process takes time, and the first session needs to be followed up; it is an iterative process, after all. Make clear agreements with all those involved regarding the subsequent steps and sessions and the communication involved. It is important to take time to reflect in and on action: during the process (in action) and afterwards (on action).



Additional tools

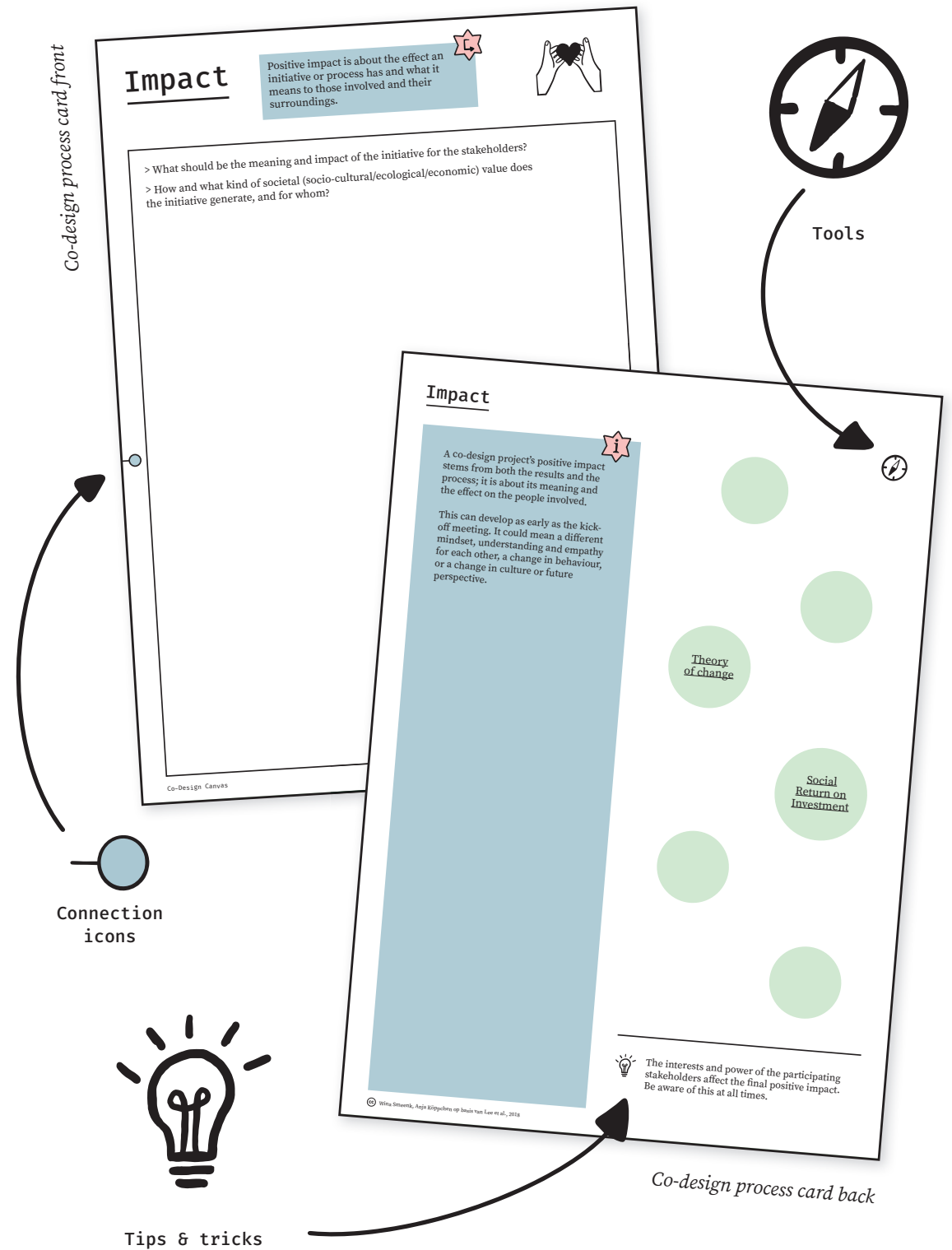
The back of each process card explains that card's purpose and background. There are also suggestions for additional tools and tips & tricks to get you started. There is now a wide variety of design thinking and co-design tools, most of which are also available online. These are all tools to help you think in a certain way and/or to facilitate a co-design process. The efficacy of these tools always depends on the situation and the preference and knowledge of participants.

Some of the proposed tools are included in the SISCODE toolbox. The SISCODE toolbox is the product of extensive research into existing co-design tools and practices. It can be downloaded from the SISCODE website (siscodeproject.eu/resources/), which also offers a selection of tools specifically for policy development (www.siscodeproject.eu/repository/).

The cards also refer to co-design methods from *Shake It! Een design thinking-spel voor innovatie en transformatie* (a design thinking game for innovation and transformation)¹: www.managementboek.nl/boek/9789024404827.

Additionally, the cards tap into proven methods and toolkits which are available online, such as the Design Method Toolkit by the Digital Society School (toolkits.dss.cloud/design/) and the SILearning Repository by the Social Innovation Community (silearning.eu/tools/).

¹ Willenborg, A. & Smeenk, W. (2017). *Shake It! Een design thinking-spel voor innovatie en transformatie*. Amsterdam: Boom Uitgevers.



SISCODE

CO-DEsign for Society in Innovation and Science

The Co-Design Canvas originated in the co-design journey made by Cube design museum together with inhabitants of Ransdaal and the municipality of Voerendaal as part of the SISCODE project. The content and working method was developed in cooperation with and facilitated by Wina Smeenk and is partly based on the *Design Choices Framework for Co-creation Projects*². This framework provides insight into the variables and uncertainties that can influence a co-design process, as well as their interdependencies.

SISCODE is a 3-year Horizon 2020 project, involving 18 partners from 13 countries, led by Politecnico di Milano. It aims to provide insights into the power and possibilities of co-design for political decision-making and reduce the gap from idea generation to actual policy implementation. How might we approach complex policy issues in a different, innovative way, developing policies through co-design and co-creation with citizens and other stakeholders instead of from the top down? Effecting change on a large scale requires starting small. Ten different co-design labs (from Dublin to Paris and from Copenhagen to Krakow) experimented with co-creation and co-design methods applied to a local challenge. Cube design museum is one of those labs: www.siscodeproject.eu/cube.

² Lee, J.-J. et al. (2018). ‘Design Choices Framework for Co-Creation Projects’, *International Journal of Design*, 12(2), 15-31.
<http://www.ijdesign.org/index.php/IJDesign/article/view/2782/814>

“I think it is a brilliant way to have the big picture for a collaborative and inclusive, participatory process.”

– citizen science expert



“I think we initially communicated at different levels and had different expectations. If we would have had this canvas at the beginning, at our first introduction, we would have gotten off to a much stronger start.”

– municipal official



Co-ordinated by:  **POLITECNICO MILANO 1863**
DIPARTIMENTO DI DESIGN

Partners:









 This project has received funding form European Union's Horizon 2020 research and innovation programma under grant agreement No 774088

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SISCODE

Context

The context of a societal challenge provides insight into the system surrounding the current situation: the environment, the stakeholders, conflicts and dilemmas, and the opportunities for change.



- > Why was this meeting arranged, and who took the initiative?
- > Is there a specific reason to collaboratively start taking up this societal challenge?
- > Does everyone recognise this situation and context? Why or why not?



SSCODE



Context



The initiator or facilitator explains why a particular societal issue requires change. The question to the participants is whether they recognise this issue in their context.

Does the issue affect an entire ecosystem (e.g., the street, the neighbourhood, the town or even the entire municipality), specific groups (teams, organisations, collectives) or individuals and the participants themselves?

Is the challenge related to one or more other initiatives or projects?

Context
mapping




Mind
map

SISCODE
Toolbox
Local
Context

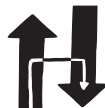



When discussing the societal challenge and the system surrounding a current problematic situation, the interests of different stakeholders and the desired impact and results are often also discussed. Make sure everything said is included on the canvas.

Purpose of change



The initial purpose of change relates to the current pressing societal challenge and addresses the WHY question.



- > Why are we starting this collaboration?
- > What is the urgency?
- > What would we like to change about the current situation, and why?

Initial purpose of change



What is the purpose of change that the participating stakeholders pursue with respect to this particular context; for themselves (individually), for the organisation (collectively) and from the role they represent?

Specifying common goals also helps determine the desired results and impact and who else should be involved to define the co-design focus.

SISCODE
Toolbox
Problem
Definition

5 Whys



Shake-it
exploration
cards

Who,
what, when
where, why,
how



The initial purpose of change is the first opportunity for the initiators and participating stakeholders to transform a current pressing situation into the desired future situation. During the co-design sessions, this initial purpose of change will gradually become more defined in the co-design focus (see FOCUS card).

Impact

Positive impact is about the effect an initiative or process has and what it means to those involved and their surroundings.



- > What should be the meaning and impact of the initiative for the stakeholders?
- > How and what kind of societal (socio-cultural/ecological/economic) value does the initiative generate, and for whom?

Impact



A co-design project's positive impact stems from both the results and the process; it is about its meaning and the effect on the people involved.

This can develop as early as the kick-off meeting. It could mean a different mindset, understanding and empathy for each other, a change in behaviour, or a change in culture or future perspective.



Theory
of change

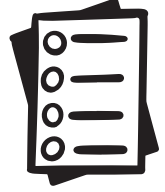
Social
Return on
Investment



The interests and power of the participating stakeholders affect the final positive impact. Be aware of this at all times.

Results

Defining the desired short and long-term results supports stakeholders to clearly understand the outputs of the co-design process they are embarking on together. This also contributes to the intrinsic motivation of those involved.



- > What are the concrete results of the initiative and co-design process, and for whom?
- > Think about this for both the short and the long term.



Results



It is important to define concrete desired results to establish what each stakeholder expects from the cooperation and to collaboratively manage these expectations.

Collectively defining the desired short-term results and their long-term significance for people (see IMPACT card) not only benefits stakeholders' intrinsic motivation, but is also key to assessing the success of a co-design process later on.

By formulating the desired results at the start of the process, you can better determine which insights, ideas and resources are needed and who can do what.

A result can be a plan, an idea, a work process, an experience, a product or a service.



Design
brief

Theory
of change

SMART
objectives

















The results are influenced by the co-design setting in which co-design activities are carried out, by the type of activities, and by which stakeholders participate in what activities. Be aware of this at all times.

Stakeholders

The stakeholders are all people and organisations that participate in or are affected by the initiative, including citizens, businesses, governments, knowledge institutions and non-profit organisations. They want to know the following of each other:



Who						
<div>★ Interests </div> <div>> Who has which interests and why?</div> <div>> What is your personal or organisational interest, and why?</div> <div>> Why do you think it is important for something to change?</div>						
<div>Knowledge </div> <div>> Who has what relevant knowledge, expertise and experience?</div> <div>> What knowledge can and will you contribute?</div> <div>> What knowledge and experience do we lack to achieve results and impact?</div>						
<div>Power </div> <div>> Who has what power, strength, influence, role?</div> <div>> What decisions can you make and what can you influence from your role?</div> <div>> What knowledge and experience do we lack to achieve results and impact?</div>						
<div><div><div>Who are we missing?</div><div></div><div>> Are we missing stakeholders who could help us with knowledge, expertise, experience, power or influence to approach the challenge and realise change?</div><div>> Are we missing stakeholders from the ecosystem surrounding the challenge that have an interest in this initiative or process?</div></div><div></div><div></div><div></div><div></div></div>						

Stakeholders



The stakeholders are those present and any interests (similarities and differences), knowledge (experience and expertise), and power (authority, roles, influence) they may or may not have regarding the initiative or process. In other words: what can everyone contribute and what is important to everyone.

In co-design and participation processes, you want everyone to have an equal say; you want everyone's voice to be heard and included. However, there are always differences in interests, knowledge, role, social and organisational background, etc.

Who?

Which people and organisations (which perspectives) are part of the context and affect the purpose of change? This could be governments, companies, knowledge institutions, non-profit organisations, residents, citizens, etc. Name them here and, if applicable, distinguish between individuals and organisations.

Interests

Who has which interests and why? Interests can vary widely, are latent and not always clear. Various unspoken interests can complicate and frustrate the process. Think of how you can include all the interests from the very beginning. They can also affect your role as a participant in the process. The same holds for personal motives and concerns. Understanding and empathy for each other's perception and experiences also play an important role. Be open and honest.

Knowledge

Who among the stakeholders has what relevant knowledge? This includes expertise in setting up a co-design process and creating a design or intervention, and practical knowledge of and experience with and from the challenge at hand.

Power

Who among the stakeholders has what power, strength, influence or role? There is often a power imbalance in collaboration processes, though it is not always explicitly mentioned and experienced. Power or influence is not only determined by a person's position or the organisation they represent; sometimes it is about financial power or authority, but power can also stem from someone's network, knowledge, skills or personality. Failure to explicitly acknowledge or account for existing power relations and associated interests can lead to frustration among those involved.

To collaborate respectfully and on equal footing, clarifying and expressing these differences is crucial, as is the space to share or not share power. It is important to create space to question existing power relations, discuss inequalities and take a step back if necessary.

Who are we missing?

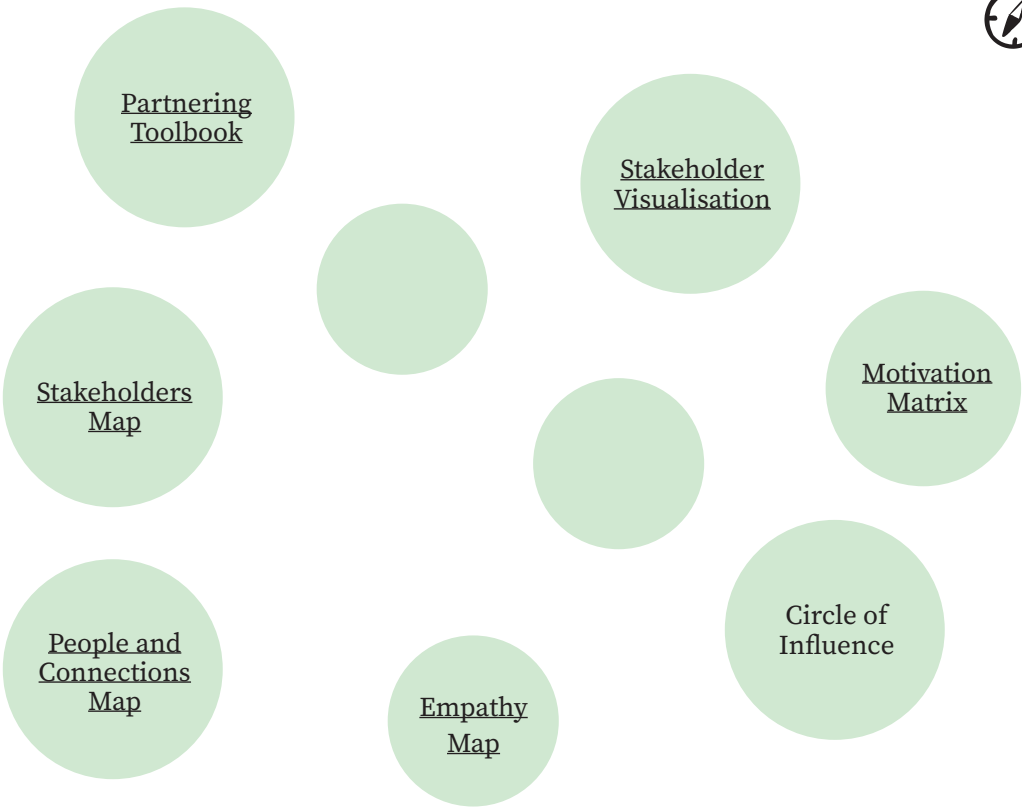
Depending on the context, the invitation, the urgency, etc., it is possible that—particularly at the first session—not everyone with an interest in the process or initiative will be present. You may also need other stakeholders' knowledge or power to achieve a certain result or impact



Problems in collaborative processes often arise from tensions between stakeholders, e.g., due to power imbalance or (social) contingencies that evolve, and were not foreseen nor discussed beforehand. The canvas can clarify these issues and relationships beforehand and offer stakeholders a common language to reflect in and on the process.

- **Who:** Add photos and logos to make the overview of stakeholders come alive. Are there any important connections to be drawn? Are there more than six individuals or organisations that have an interest in or are affected by this process or initiative? If so, use an extra sheet of paper. Do not let the space on the canvas limit you.
- **Interests:** Include quotes and visualisations, and establish the similarities and differences between people and organisations.

- **Knowledge:** Make an overview of the necessary knowledge and document who has what knowledge, why it can be useful and what knowledge is still lacking.
- **Power:** Outline the ecosystem and indicate who has which role, influence and decision-making authority.
- **Who are we missing:** Depending on the context, the invitation, the urgency, etc., it is possible that—particularly at the first session—not everyone with an interest in the process or initiative will be present. You may also need other stakeholders' knowledge or power to achieve a certain result or impact in the system. Add pictures and logos of people and organisations and state why they should be involved. Discuss why they are not present now and how they can be involved in the follow-up process.



Focus

The co-design focus gives the collaboration further direction by translating the common purpose of change in a certain situation with certain stakeholders into concrete HOW MIGHT WE questions.



- > What do we need to focus on to achieve the desired impact and concrete results?
- > How might we ... to achieve ...?
- > How do we collectively decide who will do what to achieve results and impact?



Focus



Once the initial purpose of change, results and impact have been discussed, along with who will participate how, when and why, it is time to examine the collaboration's co-design focus to further clarify and detail the initiative.

This is where you define the question or sub-questions you want to explore together in the coming co-design process (in a certain setting and with certain activities); i.e. the questions for which you want to seek and find design opportunities that will lead to final results and impact.

When participating stakeholders provide a greater variety of knowledge, expertise and experience than the initiators provided at the start of the process, the co-design focus will be more distinct from the initial purpose of change.

The focus also depends on the concrete results and impact that the team aims for and agrees upon.



Define
the design
scope

Reframe
the questions

Decide
together



A well-defined HOW MIGHT WE question gives focus, not by starting from a problem but by looking for new possibilities and opportunities within the outlined context and the stakeholders' aspirations.



Setting

Consciously creating a pleasant, safe, and appropriate learning environment in which co-design activities can be conducted together contributes to an inclusive and participatory co-design process.



- > Which collaborative learning environments should be created or selected?
- > What space, people and resources are needed to create this setting?
- > Who will take the lead on that?



Setting



The learning environments in which the co-design activities will be conducted can be selected in situ (in context) or not (neutral/safe). This largely depends on the co-design focus, the context and the participating stakeholders.

Also consider who will be facilitating the activities, who you will be inviting and how, whether there will be parallel sessions in sub-teams or a plenary session, in a place accessible to all stakeholders, whether it will take place online or offline, at what time the activities will take place, how long the process will/may take, whether refreshments and coffee/tea are needed, etc.

The resources and people needed include the budget for facilitators, the hours for those involved, as well as knowledge, expertise, experience and design materials.

The co-design focus and the diversity (in interests, knowledge and power) of the participating stakeholders affect the co-design setting and activities.

Online:
miro.com
or
mural.co

Physical:
in situ
or not?

Co-design
tools

Living
lab

Facilitator(s)



A (social) designer can be a good co-design process developer and facilitator: both for the setting and activities.

It is good to consider inclusiveness: the choice of a physical space or online environment has implications for accessibility. Does your choice exclude anyone?

Activities

The co-design activities are aimed at 1) gaining a better understanding, step by step, of the current situation and the experiences of those involved, 2) using the stakeholders' interests (or intrinsic motivation), knowledge and power to reach new ideas and thought processes, and 3) changing the situation to achieve the desired impact and results.



- > What co-design process and associated activities will we develop, set up and carry out together (how long, in what order, simultaneously or in sequence)?
- > What resources and people do we need for that?
- > When do we make what decision or reach a conclusion?



Activities



The type of co-design activities that will be selected and developed, in what order, and how they will be conducted depends on the time taken for the process, the co-design focus, the context and the participating stakeholders.

In any case, it involves an iterative co-design process of divergence and convergence leading to initial ideas, clearly defined concepts, prototypes, testing and a conclusion.

This will require multiple sessions and activities, and you should consider an evaluation and test with the community and constituencies of the stakeholders.

It is also important to start with the most appealing and most relevant HOW MIGHT WE question, as previously defined in the co-design focus.

Then, starting from that question, select or develop appropriate methods and materials to obtain initial ideas to achieve results and impact.



Proces
bepalen
(design thinking;
SISCODE;
Shake It!)

Generate
and select
ideas and
concepts

Use
co-design
tools

Make
prototypes,
evaluate and
conclude



When selecting and developing the process, consider the methods and materials you intend to or can use, and in what order, to answer the HOW MIGHT WE question or questions creatively. A (social) designer can also support you here.

Context

The context of a societal challenge provides insight into the environment, the stakeholders, conflicts and dilemmas, and the opportunities for change.

> Why was this meeting arranged, and who took the initiative?

> Is there a specific reason to collaboratively start taking up this societal challenge?

> Does everyone recognise this situation and context? Why or why not?

Purpose of change

The initial purpose of change relates to the current pressing societal challenge and addresses the WHY question.

> Why are we starting this collaboration?

> What is the agency?

> What would we like to change about the current situation, and why?

Stakeholders

The stakeholders are all people and organisations affected by the initiative, including citizens, businesses, governments, knowledge centres. They want to know the following of each other:

Who	Interests	Knowledge	Power	Who are we missing?
	<ul style="list-style-type: none"> > Who has which interests and why? > What are the interests or original individual interest, and why? > Why do you think it is important for something to change? 	<ul style="list-style-type: none"> > What knowledge and experience do we lack to achieve results and impact? 	<ul style="list-style-type: none"> > What knowledge and experience do we lack to achieve results and impact? 	<ul style="list-style-type: none"> > Are we missing stakeholders who could help us with knowledge, experience, power or influence to approach the challenge and realise change? > Are we missing stakeholders from the ecosystem surrounding the challenge that have an interest in this initiative or process?

Activities

The co-design activities are aimed at:

- 1) gaining a better understanding of the current situation and the perspectives of the stakeholders
- 2) testing the co-design process (or first think, make, test, learn)

new ideas and thought processes, and to achieve the desired impact and results.

What co-design process and associated activities will we develop, set up and carry out (and how do we monitor and evaluate it for frequency)?

What resources and people do we need for that?

When do we make what decisions or reach a conclusion?

Impact

Positive impact is about the effect an initiative has on the environment it means to change involved and their surroundings.

What should be the resulting and impact of the initiative for the stakeholders?

How and what kind of societal (socio-cultural, ecological, economic) value does the initiative generate, and for whom?

Results

Defining the desired short and long term results supports stakeholders to clearly define the objectives of the co-design process they are embarking on together and to monitor and evaluate the motivation of those involved.

What are the concrete results of the initiative and co-design process, and for whom?

Think about this for both the short and the long term.