

AdriaClim

Climate change information, monitoring and management tools for
adaptation strategies in Adriatic coastal areas

Project ID: 10252001

D.5.5.1

Design of Participatory Process

PP16 – Regione Emilia-Romagna

Final version

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1. Introduction

This document contains the project of the participatory path, the progress and results of the meetings with the regional working group.

The participatory path of the AdriaClim project has been adapted to meet the needs of the National Recovery and Resilience Plan (PNRR) by integrating the planned activities in order to optimize the elaboration and impact of the Integrated Management Strategy for the protection and adaptation of the costs to climate change (GIDAC).

The FUTOUR experts have been selected to design and facilitate the participatory path and have begun to follow both the negotiation table meetings (one meeting in November and a second one in December 2020) and to accompany and facilitate the work of the AdriaClim Participation Team, a transversal working group coordinated by Roberto Montanari of the Soil and Coast Protection Service, made up of representatives from other RER services who can contribute to the development of the strategy and to the involvement of key stakeholders at central and local level.

2. Members of the AdriaClim Participation Team

Name	Surname	Affiliation
Roberto	Montanari	E-R Region Soil and Coast Protection and Land Reclamation Service
Patrizia	Ercoli	E-R Region Soil and Coast Protection and Land Reclamation Service
Sabrina	Franceschini	E-R Region Reorganization Service, Institutional and Territorial Development, Participation
Christian	Marasmi	E-R Region Soil and Coast Protection and Land Reclamation Service
Christian	Morolli	Emilia-Romagna Region Civil Protection Agency - STPC RN
Patrizia	Bianconi	ARTER Attractiveness, Research, Territory S.c.p.a. of Emilia-Romagna
Carlo	Albertazzi	E-R Region Soil and Coast Protection and Land Reclamation Service
Laura	Punzo	E-R Region Territorial Planning, Urban Planning, Transport, Landscape Service

The AdriaClim participation team was set up on the 11th of December 2020 through a first meeting with the FUTOUR facilitators. From this first meeting, two more followed on 14 and 29 January 2021 to define the scope, objectives and methods of the participatory path.

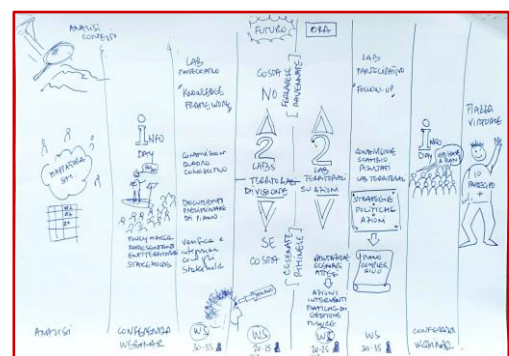
The support activity for the "AdriaClim Participatory Team" Regional Working Group (GLR) takes place throughout the entire period of the ADRIACLIM participatory project. A series of activities are planned to define the challenges of the path, ensure alignment on the cognitive framework for the Integrated Management Strategy for Defense and Coastal Adaptation to Climate Change (GIDAC), the mapping of stakeholders and choose the most appropriate methodologies in relation to the process. In particular:

- Alignment on the Preliminary Document prepared by December 2020, for the development of the Regional Coast Plan in 2021 and context analysis.
- The co-design of the participatory path, planning of activities and events, including two info-days with the identified regional agency (Art-ER) to support WP2 (communication activities). The executive project of the process for the realization of eight participatory events and meetings and the "virtual square": methodology, logistics, materials, supports, platforms for both online and face-to-face events, process monitoring and evaluation system.
- The definition of the most suitable methodologies in the different phases of the process;
- The mapping of stakeholders with the regional working group may involve other key players to make a participatory mapping of stakeholders. In the context analysis with the GLR, the strategic, technical and political priorities that can guide the elaboration of the plan and the mapping of stakeholders will also be defined.

When fully operational, the support activities for the “AdriaClim Participation Team” will serve to adapt in an iterative manner all the work of elaborating the plan according to the design thinking methodology.

3. Stakeholder mapping

The targeted stakeholder mapping was activated by selecting the different types of stakeholders at local, provincial and regional level. To do this, a shared table has been created where each member of the AdriaClim Participation Team can post updates. The table has basic personal information and the possibility of filtering the different types of stakeholders by geographical area and influence.



At the moment the following types of stakeholders have been identified along the coast:

- Officials and managers of the municipalities of the coast and in particular two sectors:
 - Beach and / or state property management office / contact person and / or public works and / or environment
 - Office and contact person for the Beach Plan and Urban Planning

- Representatives of the Bathing Associations
- Representatives of the Fishermen and Aquaculture Associations
- Representatives of Hoteliers / Restaurateurs Associations
- Universities
- Parks
- ADbPO
- CEAS.
- Environmental associations
- Land reclamation consortia
- Delta Park
- Forest Service
- Local Action Groups (LAGs)
- Others

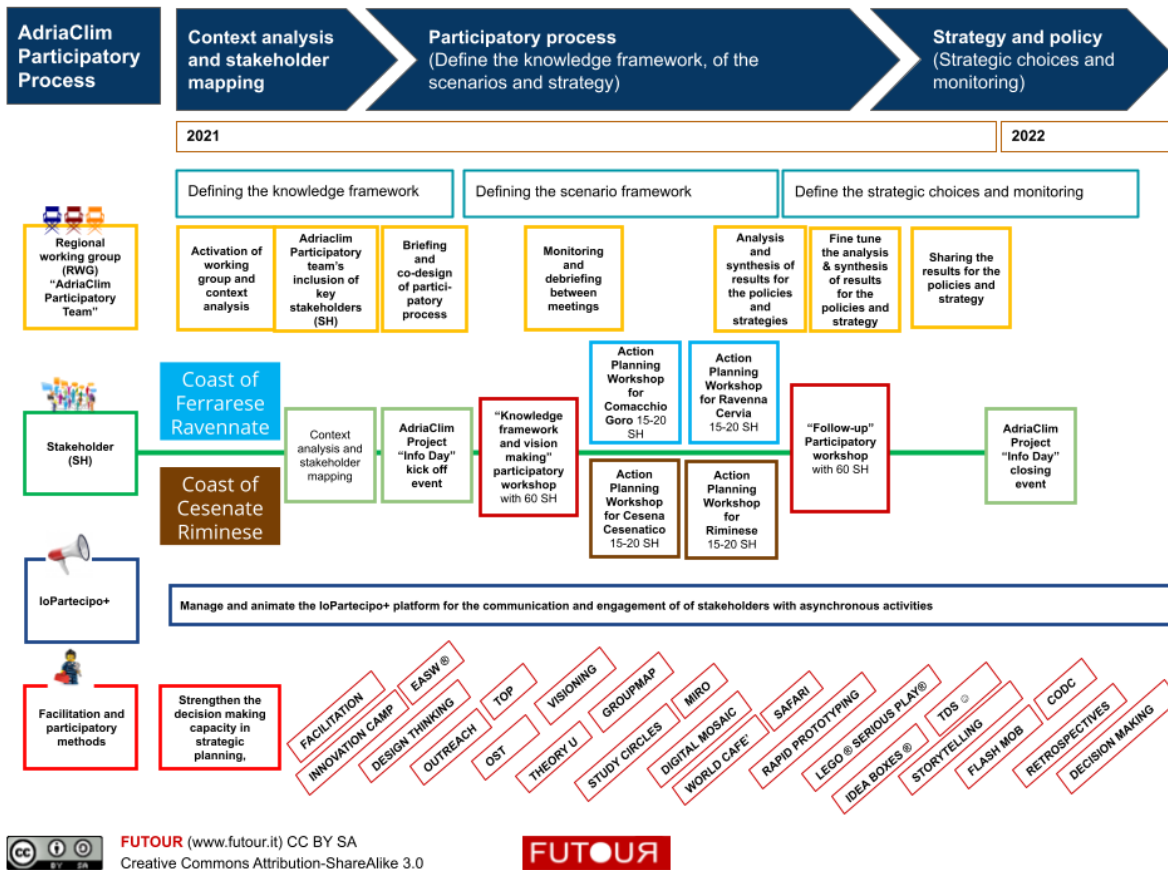
The mapping has collected almost all the names on the institutional side of the officials and civil servants of the coastal municipalities while the collection of names and suggestions is underway to identify representatives and stakeholders for the other areas.

4. The co-design of participatory events in the AdriaClim participatory process

In the following table we have summarized the main stages of the participatory process describing both the first version and the updated one after the first interactive meetings with the AdriaClim Participation Team. The main changes are highlighted in bold and are better described below in the table.

First version of the participatory process	Updated participatory process
Support and advice to the Regional Working Group	Support and advice to the Regional Working Group. Creation of a dedicated regional working group "AdriaClim Participatory Team" with the technical support of professional facilitators
Context analysis and mapping of stakeholders	Context analysis and mapping of stakeholders
AdriaClim "Info day" opening and information meeting	AdriaClim "Info day" opening meeting, information on the AdriaClim project, framework of the GIDAC strategy operation, presentation of the participatory process
"Knowledge Framework" Participatory workshop for 30-35 stakeholders	"Knowledge framework" and "Vision making" participatory workshop for 60 stakeholders

Territorial participatory workshop "vision making in the Ferrarese-Ravenna area for 20-25 stakeholders	Participatory territorial "Action planning" workshop in the Comacchio-Goro area for 15-20 stakeholders
"Vision making" Participatory territorial workshop in the Cesenate-Rimini area for 20-25 stakeholders	Participatory territorial "Action planning" workshop in the Ravenna-Cervia area for 15-20 stakeholder
"Vision making" Participatory territorial workshop in the Cesenate-Rimini area for 20-25 stakeholder	Participatory territorial "Action planning" workshop in the Cesena-Cesenatico area 15-20 stakeholder
"Vision making" Participatory territorial workshop in the Cesenate-Rimini area for 20-25 stakeholder	Participatory territorial "Action planning" workshop in the Riminese area for 15-20 stakeholder
Participatory "follow-up" workshop 30-35 stakeholders	Participatory "follow-up" workshop for 60 stakeholders
"Info Day" closing meeting	"Info Day" closing meeting on the results of the participatory process and presentation of the strategy
Technical / operational support for online communication / participation and "virtual square" animation on the "IoPartecipo+" regional platform	Technical / operational support for online communication / participation and "virtual square" animation on the "IoPartecipo+" regional platform



In the meetings with the regional working group "AdriaClim participation team", in light of the opportunity to link the strategic activities of the GIDAC to the National Plan for Recovery and Resilience (PNRR), the eight external events of the participatory process were divided as follows:

1) AdriaClim "Info day" opening meeting

Participation and support in the design of an "info day" meeting open to all stakeholders, to inform them about the AdriaClim project, the framework of the GIDAC strategy and present the participatory process. The event is organized by the regional agency (Art-ER) within the framework and with the budget foreseen in the WP2 on communication, indicatively in March-April 2021, with the presence of policy makers, representatives of local authorities and local stakeholders. The first public event of the participatory process will be carried out through the animated and interactive moderation of the sessions that will be co-designed with the Regional Working Group (RWG) and Art-ER, for the definition of the purpose of the info day, and FUTOUR for the proposals methodological and for the support in the animation and management of the event. The activities aim to inform key stakeholders and policy makers regarding the definition of the future GIDAC regional strategy. Platforms for

videoconferencing and webinars such as zoom, videofacilitator, streamyard as well as smart polling and voting tools will be used to collect in real time possible answers to issues and aspects considered interesting by the organizers and promoters of the info day. For example, Mentimeter and GroupMap.

2) “Knowledge framework” and “Vision making” participatory workshop

Organization and management of a participatory “knowledge framework” workshop. This activity involves the organization and facilitation of one participatory “knowledge framework” workshop to share the overall cognitive framework, contained in the Preliminary Strategy Document in an integrable form, with the participation of local authorities, in April-May 2021 with approximately 30-35 people. In the revision of the participatory process for this interactive activity it was foreseen the expansion to 60 participants and the addition of work on future visions of the coast to bring out a shared vision. The vision activities were first designed for territorial areas. The union of the coast on visions can bring out common goals and also fears and open issues. After the introductory part that describes the cognitive framework, the path on future visions will ask the participants, divided into homogeneous subgroups of interest of 6-7 people, to first express their negative vision (to bring out the critical issues and possible future dystopias) and then the positive vision, to identify possible future objectives and qualities of the environment, coast, economy and society. From the negative and positive visions, there will emerge the common ground on which to build the foundations for subsequent actions at the local and overall level. This meeting also takes place entirely online with digital video conferencing platforms suitable for interactive participation (VideoFacilitator), tools to collect ideas and visualize them (Mentimeter, Miro and Jamboard). Being a large group, both to ensure a greater expert listening of the participants and to continue to strengthen internal participatory skills, representatives who have followed the training path of the Community of Participatory Practices of the RER may be involved in the co-facilitation.

The workshop fully adopts the first phase of “Vision Making” of the EASW method, dividing the stakeholders into interest groups and asking them to imagine a vision of the future of the Coast in ten years from now. Stakeholders will be asked to imagine a negative view and then a positive view. Each interest group will present the visions and the common ground (the desired objectives and results) will be identified on which to launch the actions in the subsequent action workshops.

In summary, the key elements of this first Knowledge Framework participatory workshop with Future Vision are:

- **Share the knowledge framework overall picture and collect further information to further improve it.**
- **Develop a future vision of the coast: “How do you imagine the coast in 2031”**
- **Negative vision**
- **Positive vision**

- **Common ground creation**

3) Participatory territorial "Action planning" workshop in the Comacchio-Goro

This activity involves the organization and facilitation of a territorial participatory workshop on "actions" to evaluate expected scenarios and effects on the coastal strip in relation to Climate Change. These will include possible actions, interventions, management practices, measures to be implemented, for the coastal sector of the Comacchio-Goro area, with the participation of the local authorities and local stakeholders. It will take place, approximately in April-May 2021. The first territorial Action Planning meeting, like the following three, focuses on specific action proposals for this stretch of coast and involves a selected sample of 15-20 local stakeholders.

In the workshop for the development of actions, the interest groups will be distributed on thematic groups based on the challenges of the regional GIDAC Strategy that have been identified in the previous phases with the Regional Working Group (RWG) and other relevant stakeholders. Also this phase follows the robust structure of the EASW method focusing on the launch of individual ideas followed by the selection and presentation of 3 to 5 key actions for each challenge. Participatory planning methodologies are adopted where the participants work in groups with different types of stakeholders to take into account different points of view. For this type of in-depth activity and action planning, the GroupMap decision support system will be used. Also in these territorial workshops where possible, for co-facilitation, representatives of the community of participatory practices of the RER will be involved.

In summary, the goal of each Action planning workshop is to focus on three main aspects: a) Structural interventions, medium and long-term actions and projects; b) Beach management rules and good practices; c) Governance, Coastal Technical Committee (Coastal Community of Practice). In particular, these are the first elements and objectives that emerged from the work with the AdriaClim Participation Team:

- a) Structural interventions, medium and long term actions and projects
 - i) What to do to ensure that everything does not go wrong, since water levels will be rising
 - ii) Resolve current critical actions in a short period of time
 - iii) Medium-long term interventions: retreating the coastline, raising the coast line to give greater safety
 - iv) Where and how to do these interventions?
 - v) What to do to resist resiliently.
 - vi) Integrated solutions (not patch work) desired or opportune arrangements and changes for the future
 - vii) Example the coastal defences such as groins in Misano, Ravenna lido Dante.
 - viii) How do you do these interventions?
 - ix) Coastal erosion?
- b) Beach management rules and good practices

- i) Measures and rules of conduct for the management of the beach
 - ii) De-seasonalization
 - iii) Winter embankments
 - iv) Safety when using beaches in different seasons
 - v) Transformation and management of (more or less legitimate) artifacts built on the beach. with reference to the regulations of the PTPR, the Beach Plans and the Effects of climate change
 - vi) Beaches
 - vii) Structured comparison, shared rules, respect.
- c) Costa technical committee (Community of practices of the Costa)
- i) Process objective: to create a “coastal family”, to ensure that beyond the participatory process in the strict sense, the foundations are laid for continuous dialogue with coastal municipalities and trade associations. Creation of Coastal community of practice.
 - ii) Having coordinated and aware management of what one or the other does.
 - iii) Avoid having interventions disconnected or not coordinated with each other.

4) Participatory territorial "Action planning" workshop in the Ravenna-Cervia area

As the first participatory workshop of "Action Planning" but for the Ravenna-Cervia area.

5) Participatory territorial "Action planning" workshop in the Cesena-Cesenatico area

As the first participatory workshop of "Action Planning" but for the Cesena-Cesenatico area.

6) Participatory territorial "Action planning" workshop in the Rimini area

As the first participatory workshop of "Action Planning" but for the Rimini area.

7) Participatory "follow-up" workshop

This activity involves the organization and facilitation of one participatory "follow-up" workshop for sharing and exchanging the results of the previous territorial workshops and refinement of strategies, actions, measures for the overall strategy, with the participation of local authorities, indicatively to September-October 2021, with about 60 stakeholders instead of the 30-35 originally planned.

Just as the first workshop on the knowledge framework was used in the activation phase of the territorial workshops, the "follow-up" workshop aims to bring together the results of the laboratories of the Ferrara coast, Ravenna, Cesenate, Rimini towards sharing, harmonization and refinement of the proposals for their assimilation into the GIDAC Strategy.

The working method will be that of listening, selection, evaluation, convergence of the proposals to pass from the 20 actions that emerged selected according to the priorities of each territory (5 to the territory) to elaborate integrated and shared proposals. This meeting also serves to prepare the presentation to be made to other regional stakeholders and policy makers in the final "Info Day" meeting. In this session, decision making methodologies and

retrospective analysis will be used to adjust the shot and further improve proposals and actions, as per Innovation Camp and EASW.

8) "Info Day" closing meeting on the results of the participatory process and presentation of the strategy

This activity involves the participation and collaboration in one "info day" final meeting, providing information on the progress of the AdriaClim project, on the results of the participatory process, and on the presentation of the GIDAC Strategy, organized by the identified regional agency (Art-ER) in the context and with budget envisaged in WP2, indicatively in March-April 2022, with the presence of policy makers, representatives of local authorities and local stakeholders.

This event represents the crowning of the efforts of all the stakeholders who contributed to the elaboration of the regional GIDAC Strategy. They will be the protagonists who will present the ideas that have emerged, the actions, the prototypes, the collegial interventions, the common strategies at the wide area level.

The role of FUTOUR will be to set up the most suitable method for the presentation, interaction and communication of results jointly with the regional working group and other key stakeholders. As for the first infoday, captivating presentation methods will be adopted which may also include streaming.

Technical and operational support for online communication and participation and animation of the "virtual square"

The technical / operational support for online communication / participation and animation of the "virtual square" to be activated on the ioPartecipo + regional platform, or other available platform, is aimed at local authorities and stakeholders involved throughout the duration of the participatory process. For technical and operational support, for online communication and participation on the ioPartecipo + regional platform, FUTOUR enhances the work done so far in a series of other processes. FUTOUR, draws on the experience gained in the management of other e-participation squares on the ioPartecipo + platform (SEINONDA, Close the circle, LIFE RINASCE and Good mobility: towards PRIT 2025) also guaranteeing the updating of the activities of the AdriaClim project on the online square dedicated to participatory processes by activating communication and involvement tools for citizens or stakeholders.

The square will also be the virtual place where the various stakeholders will be able to report and relaunch the issues discussed in the meetings and workshops held in presence. Specifically, the support will envisage the following services based on content produced and validated with the AdriaClim Participatory Team:

- Publication of information material and related events
- Creation of Notices, Forums, Polls, FAQs,

- Updates of Documents and Multimedia Galleries containing images and videos.
- Publication of communication material (posters, FAQs, communications emails and invitations to the stakeholders of the process, in particular participatory events)
- Documentation of participatory events (summary report of participatory meetings, photos, posters, news, reports);
- Management and moderation of the Forums, on the ioPartecipo + portal, related to the ADRIACLIM Project, to guarantee an open and permanent online debate;
- Promotion of the ADRIACLIM Project using different channels: Twitter, Facebook, banners on other portals, mailing lists, ecc.;
- Connection with the other squares residing on the IoPartecipo + Portal relating to the topics covered;
- Continuous connection and coordination of the ADRIACLIM Square with the Environment Portal and the website of the ADRIACLIM project
- Analysis of data relating to the square (frequency of access, etc.).

The activities related to the activation of the square are in preparation with the definition of the identity card of the participatory path and the collection of information to be included in the square once the path is activated.

5. GANTT of the AdriaClim participatory path

AdriaClim Participatory process		2021												2022											
		G	F	M	A	M	G	L	A	S	O	N	D	G	F	M	A	M	G	L	A	S	O	N	D
	Description																								
1	Support and advice to the Regional Working Group																								
2	Context analysis and stakeholder mapping																								
3	"Info day" launch meeting, information on the AdriaClim project																								
4	"Knowledge framework" and "Vision making" participatory workshop																								
5	"Action planning" territorial participatory workshop in the Comacchio-Goro area																								
6	"Action planning" territorial participatory workshop in the Ravenna-Cervia area																								
7	"Action planning" territorial participatory workshop in the Cesena-Cesenatico area																								
8	"Action planning" territorial participatory workshop in the Rimini area																								
9	"Follow-up" participatory workshop																								
10	Closing meeting "info day"																								
11	Technical / operational support for online communication / participation and "virtual square" animation																								

6. Annexes – Methods, technologies and tools of the AdriaClim participatory process

Participatory Methods

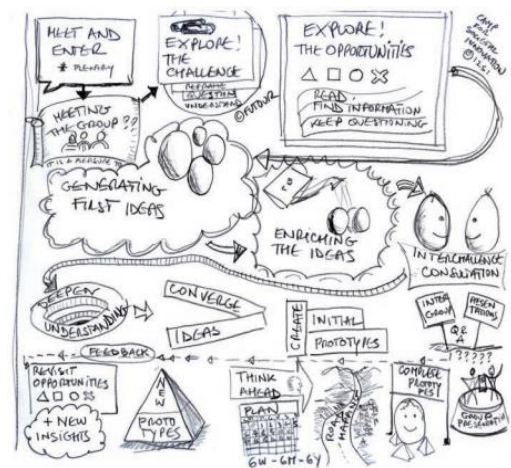
The Innovation Camp

What is the Innovation Camp?

The Innovation Camp is an instrument for addressing societal challenges in a powerful and effective way. It combines an entrepreneurial way of thinking & working with a concrete process for developing breakthrough ideas and insights, aiming at producing real-world impact. Participants from diverse countries and disciplines work together to discover and leverage in-and-out-of-the-box opportunities for creating breakthroughs in a process of collaborative solution seeking. Increase our possibilities, open new thinking, go beyond the ordinary, and expand our insights into how to tackle societal innovation issues. The Innovation Camp methodology has been adopted and is promoted by the Committee of the Regions and EC Joint Research Centre to generate scalable societal innovations through an entrepreneurial discovery process, a series of facilitated meetings and sets of design thinking methods.

How does it work?

During an Innovation Camp, multidisciplinary groups develop new ideas and perspectives on real-world challenges brought to the camp by cities, regions, business organisations, universities and NGO's. The work process is designed to support self-organising groups working in creative, open environments. After the Camp, prototypes of promising ideas are tested and improved at locations where the issues occur. This supports an open, co-creative innovation process in the real world. At the Camps, participants from diverse backgrounds, countries and ages work together in largely self-organising groups. The camp has a robust preparation and follow-up phase and has a working process based on five stages:



1. Exploring the Challenges
2. Exploring the Opportunities (deepen the understanding)
3. Generating & enriching ideas
4. Prototyping promising ideas
5. Thinking forward (Reflect, Renew, Present)

The lightly facilitated work process is designed to continuously frame and reframe the issues, problems, and assumptions relevant to a challenge. This leads to the creation of a range of new perspectives – new lenses through which the issues can be better understood and entrepreneurial ways of dealing with them. The prototyping period after the Camp is an integral part of the process. Follow-through takes place at diverse and relevant locations, with direct stakeholder engagement. Living labs and (urban) test-beds may be part of this co-creation process. This leads to more robust prototypes, to practical experiments, pilots and – with sufficient commitment – plans for fast-track realization.

Why does it work?

The Innovation Camp is a human-centred process, which begins when key people commit to take the results further. Supported self-organization drives the process and allows diverse partners to co-create new possibilities. Cross-disciplinary creativity, collective intelligence and prototyping are cornerstones of the Innovation Camp process. The focus on follow-through and stakeholder involvement makes it different from many other camp formulas and hackathons.

There are dozens of innovation instruments and diverse methodologies for social renewal, and hundreds of workshops take place every year, often producing promising results. But many fail to move beyond the output of the events themselves to create lasting effect in society. The Innovation Camp has shown that this can be done, even when dealing with complicated and complex issues.

Focus on the need for concrete outcomes and societal impact after the Camp builds forward momentum. Thorough attention to the whole process – the preparation, the face -to- face and virtual interaction, the prototyping period and the follow through at diverse locations – contributes to success.

The Innovation Camp has been adopted by the European Committee of the Regions and the European Joint Research Centre (JRC). It has been co-developed by the New Club of Paris, Finland’s Aalto University, and through a team of core facilitators from I2SI (www.futour.it). Since 2010 it has been run 40 times, in different forms, in Finland, Sweden, South Africa, Spain, Serbia, The Netherlands, Slovakia, Bulgaria, Belgium, Italy and Greece. The Innovation Camp is now evolving in different forms, used in different contexts and for different challenges, strategic and local. The Innovation Camp is nowadays used as a word, describing an innovative, inclusive, open process dealing with societal challenges, often on a global scale.

<p>2012 Helsinki (Finland)</p> <ul style="list-style-type: none"> • Theme: Inclusive society • 7 challenges, 100 participants 8 days <p>2013 Malmo (Sweden)</p> <ul style="list-style-type: none"> • Theme: Societal innovations for sustainable urban development • 10 challenges, 120 participants 4 days <p>2014 Johannesburg (South Africa)</p> <ul style="list-style-type: none"> • 3 challenges, 30 participants 3 days <p>2015 Espoo (Finland)</p> <ul style="list-style-type: none"> • Theme: Connecting smart citizens in Open Innovation practice (project for the new underground line of Helsinki). 	<p>2017 Thessaloniki (Greece)</p> <ul style="list-style-type: none"> • Theme: Resilience of the economy, defence, regional development and management of migration flows. • 4 challenges, 50 participants, 3 days <p>2017 Brussels (Belgium)</p> <ul style="list-style-type: none"> • Theme: Energy innovation and Inter Regional Smart Specialisation Strategies. • 3 challenges, 50 participants, 2 days <p>2017 Belgrade (Serbia)</p> <ul style="list-style-type: none"> • Theme: ICT Strategy of Serbia. • 4 challenges, 60 participants 2 days
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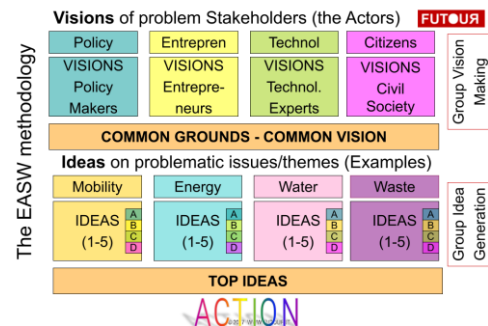
<ul style="list-style-type: none"> • 6 challenges, 80 participants 3 days <p>2016 Beginning of the collaboration with the Committee of the Regions (CoR) and the Joint Research Centre (JRC)</p> <p>2016 Amsterdam (The Netherlands)</p> <ul style="list-style-type: none"> • Theme: Open Innovation 2.0 and European Urban Agenda (within the framework of the Dutch EU Presidency) • 4 challenges, 50 participants 3 days <p>2016 Bratislava (Slovakia)</p> <ul style="list-style-type: none"> • Theme: Connections and Investments for a Collaborative Europe • 4 challenges, 50 participants 2,5 days <p>2016 Gabrovo (Bulgaria)</p> <ul style="list-style-type: none"> • Theme: Overcoming the distances and divisions in innovation in Europe. • 3 challenges, 130 participants 2 days <p>2016 Lapland (Finland)</p> <ul style="list-style-type: none"> • Theme: Arctic Innovation • 3 challenges, 40 participants, 3 days <p>2017 Sofia (Bulgaria)</p> <ul style="list-style-type: none"> • Theme: Develop innovative public services through Open Innovation 2.0 and citizen involvement • 3 challenges, 35 participants, 3 days <p>2017 in Catalonia (Barcelona, Spain)</p> <ul style="list-style-type: none"> • Theme: Smart Specialisation Strategy of the region through the Quadruple Helix (the involvement of institutions, the private sector, research and civil society). • 4 challenges: 100 participants, 2,5 days 	<p>From the above dates there have been 30 more innovation camps, among which coordinated by FUTOUR:</p> <p>2018</p> <ul style="list-style-type: none"> • Cattolica (Italy). Theme: Sustainable management of productive activities and integrated coastal management. 3 challenges, 30 participants, six half-day meetings. • Tuscany Region (Italy). Theme: improve the communication in the management of structural funds. 4 challenges, 50 participants, one day and a half. • Emilia-Romagna Region (Italy). Tema: Creation of a Community of Practice on participatory policy making. 3 challenges, 40 participants, 8 half day meetings. <p>2019</p> <ul style="list-style-type: none"> • Principality of Asturias (Spain) through the EC Joint Research Centre and the regional development agency IDEPA.. Theme: Development of Circular Economy through the industrial actors and trade unions. 2 challenges, 40 participants, 2 days. • SviluppUmbria – Development Agency of the Umbria Region (Perugia, Italy). Theme: Setting up of the regional Living Lab and of the Open Innovation programme with the stakeholders of the territory. 7 challenges, 70 participants, 4 days distributed over more months. . • School of Public Administration of Catalonia (EAPC) of the Catalan Region (Spain) and the EC Joint Research Centre. Theme: Integration of young sons and daughters of migrants and overcoming the risk of fundamentalism. • Po River basin Authority (Italy) and the Joint Research Centre of the European Commission. Theme: create communities that are resilient to flood risks due to climate change. 4 challenges, 70 participants, 2 days.
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The Innovation Camp Handbook may be downloaded [here](#).

The Innovation Camp is the backbone of the entire ADRIACLIM program. It guides the definition of objectives, the choice of challenges and intervention scenarios up to the monitoring of prototypes of actions and ideas in the short, medium and long term.

EASW® - European Awareness Scenario Workshop

The method European Awareness Scenario Workshop (EASW) was developed by the Danish Board of Technology (an agency of the Danish Parliament) and adopted by the European Commission within its Innovation framework program in the 1990s. It is aimed at seeking an agreement among quadruple helix stakeholder interest groups - policy makers, experts, business, and civil society - on how to address complex societal challenges relating to the environment, society, technology and the economy. An EASW involves 24-28 people selected according to their origin (city, organisation department, gender, etc.) and their representativeness of the reality in which they operate. An EASW is divided into one or two days of work through several detailed phases:



- **Vision Making:** four interest groups grouped by social category - policy makers/institutions, researchers/experts, business, civil society - develop a vision of the future on how to solve the problems and challenges defined selected for the participatory process by reflecting on alternative solutions (scenarios) based on different combinations in the use of technologies/methods and in the organization of work/life. The visions elaborated by each group are presented and harmonised to define a common vision of all the participants (common grounds).
- **Idea generation and action planning:** starting from the common vision, stakeholders are distributed heterogeneously in four thematic groups to propose ideas on how to achieve the visions. Each thematic group can generate many ideas and needs to agree and select three to five actions (why, what, how, when, who). The ideas are presented in a plenary for a discussion and vote. The most voted ideas will form the basis of the action plan developed by the participants to solve the problems under discussion.

The EASW® method is registered by the European Commission. It was introduced in Italy and Europe by Paolo Martinez, first EASW National Monitor, who coordinated the training of EASW trainers at European and international level.

The EASW® in the participatory process will guide the structure of the vision making and action planning territorial workshops of AdriaClim and will be combined with visualization and brainstorming technologies using digital applications such as Mentimeter, GroupMap, Miro, Jamboard (on digital technologies and tools).

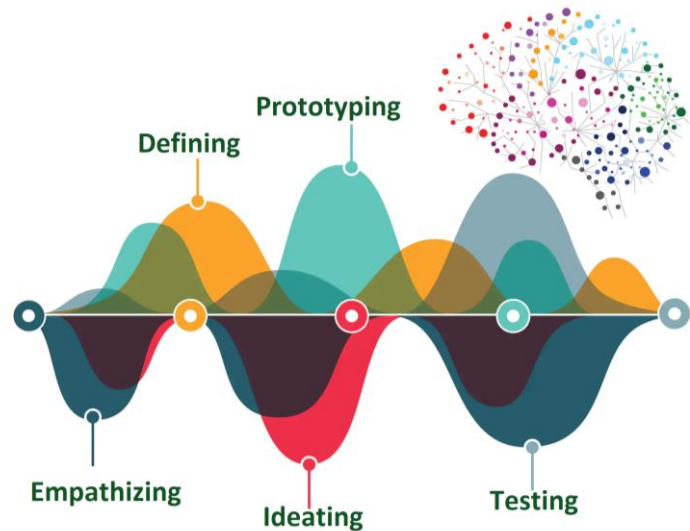
Design Thinking

The **design thinking** process that will be applied in the participatory strategy design is based on six steps and on After Action Review Retrospectives.

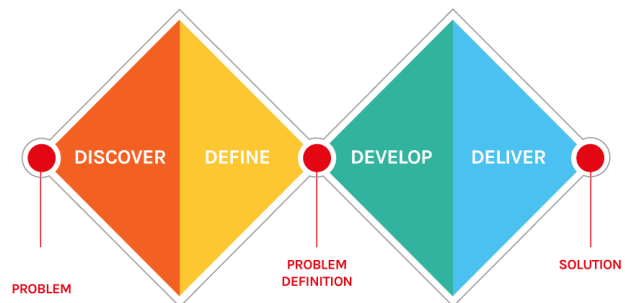
Design Thinking process

The six steps that will be used in the co-design workshops are:

- Empathize:** develop knowledge about what project stakeholders do, say, think, and feel, through direct observation of what they do, how they think, and what they want. Typical questions are like ‘what motivates or discourages stakeholders?’ or ‘where do they experience frustration?’ The objective of this phase is to gather enough observations that you can begin to empathize with project stakeholders and their perspectives.

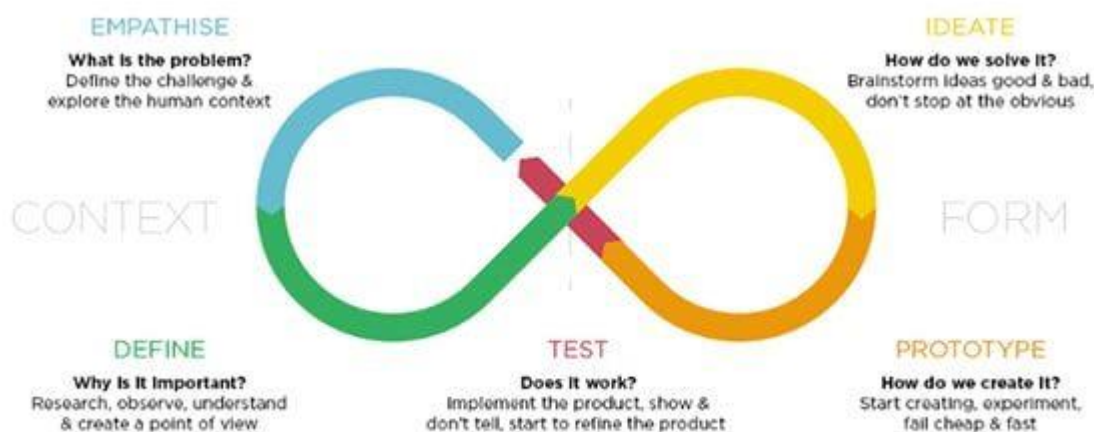


- Define:** Combine all stakeholders observations to map where users' problems exist, drawing more clearly the stakeholders, highlighting opportunities for innovation. In order to do this, we suggest carrying out observations and drawing across stakeholders/ users' current experiences, trying to find if there is a common hurting point across many different participants?



- Ideate:** This stage will envisage a freely discuss and brainstorm on a wide range of creative ideas that address the unmet user needs identified in the definition phase. It is important in this phase to give to the participants total freedom; no idea is too far fetched and quantity supersedes quality. Bring and animate participants together and make them sketch out many different ideas. Then, have them share ideas with one another, mixing and remixing, building on others' ideas.

- **Prototype:** in this stage envisages to co-create representations for a subset of participants' ideas. The goal of this phase is to understand what components of proposal ideas work, and which do not. In this phase it will be possible to begin to weigh the impact vs. feasibility of proposal ideas through feedback on prototypes. Change it based on feedback, then prototype it again in quick and dirty code. Then, share it with another group of people.
- **Test:** in this stage some questions will be used with participants to ask themselves 'Does this solution meet users' needs?' and 'Has it improved how we feel, think, or do our tasks?'
- **Validate;** the final stage beyond the Workshop will be the validation of the prototype and verify that it achieves the Project goals.



The six steps of the design thinking method described above are distributed in the initial divergent phase and convergent phase of the workshops.

Technologies and participatory digital tools

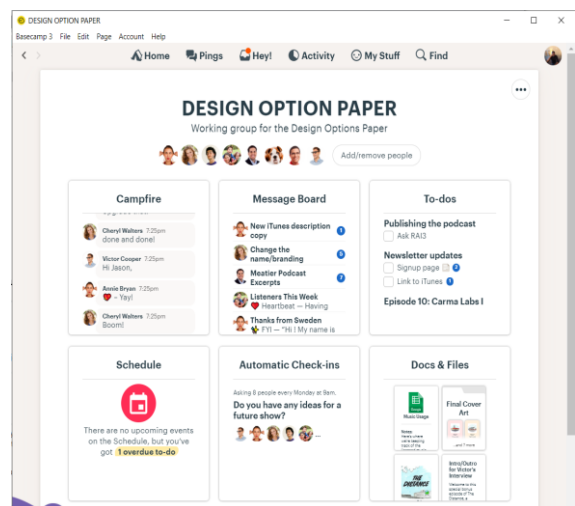
The facilitators have extensive experience with face to face, workshops in presence; as it is most likely that due to the C19 Pandemic the workshop activities will need to be performed remotely, we propose a series of digital facilitation tools that the facilitators master and have been using when facilitating from distance also before the current pandemic situation.

We strongly believe that that virtual facilitation can bring important results as it allows easier participation, the possibility of working asynchronously before, during and after each workshop and synchronously during the workshops. The objective of the service is also to empower the

participants and build their capacity to to work and co-cocreate in remote settings. The initial part of the first workshops will be dedicated to training sessions where the participants can get first hand experience and improve their skill on each tool.

Basecamp - Collaboration among remote teams

Basecamp is a real-time communication tool that helps teams stay in touch, share information, organise plans, schedule activities and be all on the same page. With Basecamp partners and stakeholders can communicate better and require fewer meetings. users can sign in anywhere, any time, either through a web browser or through apps compatible with a large number of mobile devices. Basecamp will be used to inform, involve, engage and support the collaboration of the participants as in a community of practice working together towards a common objective. It will also help participants to get to know each other and find areas of interest where they can innovate and co-create new opportunities together.



Basecamp is used to organise the internal activity of the core team and as support to inform and engage the internal AdriaClim Participatory Team in the coordination of the participatory strategy process. It will be a digital place and collaborative tool that will help everyone to be all on the same page, have at a glance all the tasks, communications and shared documents and extend them to key stakeholders if deemed useful by the project coordinators.

VideoFacilitator - Agile platform for remote meetings

VideoFacilitator has been designed by agile facilitators to simplify the activities for its users. The online meetings with the Videofacilitator platform allow up to 100 participants to interact in multiple breakout spaces. Only people invited can attend the online workshops through a direct link. The platform provides a plenary hall in which all the participants see each other and can interact and offers the possibility of creating and adapting thematic breakout rooms where participants can autonomously move to meet in smaller groups. A facilitator will guide the participants in the various subgroups to allow them to familiarize themselves with the tool. The breakout rooms can be pre-designed so as to have a link that allows participants to start working on other digital tools. Although the tool is extremely user friendly participants receive a user handbook to learn all the features of VideoFacilitator. VideoFacilitator shows its best workhorse capacity when it is used for interactive workshops in combination with other brainstorming/visualisation tools. The greatest versatility is achieved by using a computer. If one wants to use it as a simple video conferencing platform then also a tablet or smartphone will work very effectively. FUTOUR is the service partner of



VideoFacilitator and is contributing to its co-design through constant feedback and suggestions for services, tools.

VideoFacilitator will be the main platform for the management of participatory workshops and can also be used in information and dissemination sessions provided by the project.

Zoom

We are also skilled zoom moderators and facilitators. Zoom allows meetings and webinars with varying levels of interaction. It has the possibility to set up automatic breakout rooms on the go for random groups of participants or also for specific groups with selected participants. One may also create thematic groups where participants can autonomously move to. In case of more structured top-down conferences where participants can be distributed at random Zoom can be an effective tool for most conventional meetings and workshops while in case of thematic participatory workshops with a high level of interaction among participants VideoFacilitator is a preferable option.



The Zoom platform may be used for the meetings, sessions and workshops of the project. The FUTOUR team has a license for 100 users.

Streamyard



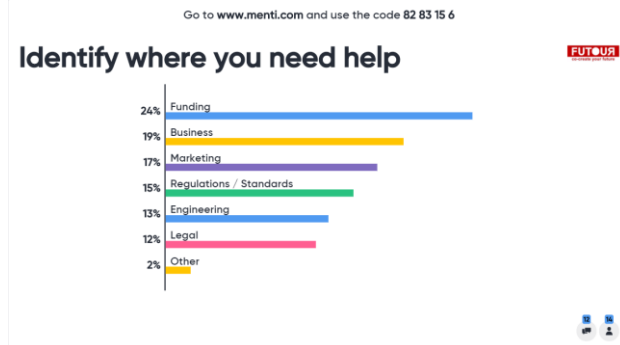
StreamYard is a live streaming studio. With StreamYard it is possible to stream live or record an interactive webinar with 10 speakers at the same time. StreamYard allows the moderators and panelists to receive and show live questions from the audience. The streaming can be shown live or uploaded to Youtube, Instagram, LinkedIn and Facebook at the same time.

Streamyard can be used in sessions where there is no need for a strong interaction between the participants (broadcasting). It may be used to record and broadcast the Opening and Closing conferences, if needed.

Mentimeter smartpolling

Mentimeter is an online, real-time, smart polling voting system. A voting system that is based on the use of the participants' smartphones/tablets and allows to see the voting results processed in real time. The tool works by constructing a presentation in advance that contains a set of questions that are submitted to the participants during meetings; they then respond using their own devices

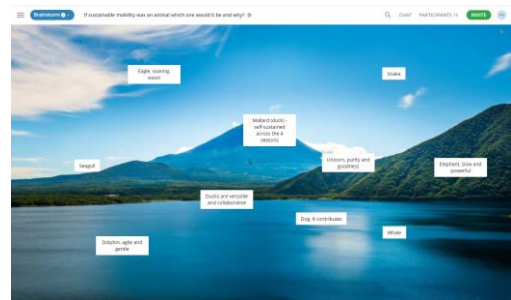
(smartphones, tablets or computers). The system provides for the construction of interactive presentations to which open questions, closed questions, multiple choice questions, surveys, scales, etc. are matched, which are "solved" in real time. Then the results are shown to the participants in the form of graphs, word cloud, spatial distribution... An interactive and fun experience, where opinions and ideas are viewed live and which allow participants to think incrementally with respect to the emerging priorities.



The smart polling system will be used both in the informative meetings and in the participatory workshops of the path to interact with the participants, collect ideas, carry out surveys and evaluate specific proposals.

GROUPMAP

GroupMap (www.groupmap.com) is a decision support tool that can be used in digitally facilitated remote workshops and in face to face ones. It allows brainstorming, grouping, voting, prioritisation of ideas through a series of possible maps and processes¹. The facilitators can define with the client partner a specific challenge that should be dealt with by the participating stakeholders and come up with robust solutions that are immediately reported back.



GroupMap allows for a very advanced level of decision making support. It will be used to elaborate the criteria and strategic priorities with the working groups and key stakeholders.

Visual and digital facilitation with Jamboard and MIRO

The online engagement activities will be supported by tools to stimulate co-design and the collection of live feedback, including for example shared virtual canvases like Miro and Jamboard.

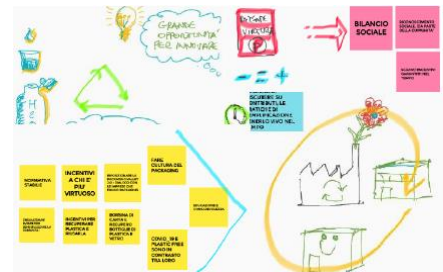
¹ There are over 60 brainstorming templates in GroupMap, and one can design specific ones to deal with the challenge at hand. GroupMap templates include Agile Retrospectives, SWOT, Urgent Import Matrix, Perceptual Maps, Stakeholder Analysis, Risk Assessment, Mind Maps, the Business Model Canvas and many more...

The canvases allow multiple participants to interact simultaneously on a single canvas and use post-it, draw, insert images, and so on.

Both MIRO and Jamboard may be used to visualise, organise and structure the information that may emerge from the online participatory meetings. They are the digital stationery that we can use to write sticky notes, stick ideas to the posters and walls, give a framework and flow to the decision making process through structured canvases, as in the EASW, the Innovation Camp and Design Thinking methods (see the section on Methods).

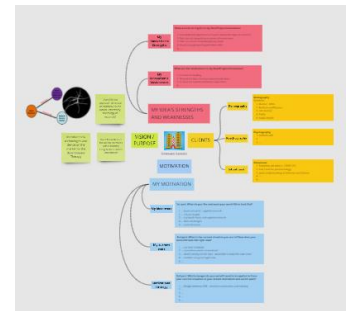
Jamboard

Jamboard (<https://gsuite.google.com/products/jamboard/>) is Google Workspace’s digital whiteboard that offers a rich collaborative experience for teams. It’s possible to create a Jam, edit it from a personal device, and share it with others. Everybody can collaborate on the Jam anytime, anywhere. Jamboard is simple as a whiteboard, but smarter, it’s possible to import images from a Google search, and automatically the work is saved in the cloud; use the handwriting and shape recognition tool for easier reading and drawing with the stylus (more easier with tablet). Jamboard allows users to insert post-its to answer questions in real time (Jamboard supports up to 16 touchpoints at a time on a single device).



MIRO

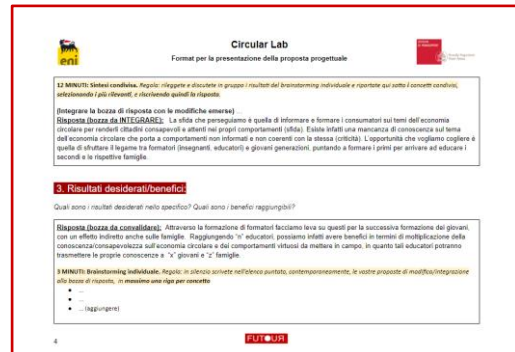
MIRO (www.miro.com). Miro is a very versatile and powerful visualisation and co-creation tool. It has many more functionalities and tools that Jamboard. The canvas of Miro is just an unlimited large sheet where all the concepts and ideas, as with sticky notes, can be moved, clustered, edited, highlighted, connected. One can also vote the ideas and set priorities, create links and add reference information with images. To use the tool to its maximum capacity we envisage warm up exercises and ice-breakers with the participants where they can learn all the tips, tricks and tools.



Collaborative documents

For the facilitation of online workshops we also envisage the use of a set of practical collaborative tools through the Google Workspace platform. This fosters the interaction and improves the communication between participants through Drive, Docs, spreadsheets Digital Forms by creating and sharing in real time new contents. Using Docs it is possible to write and format texts, but also to modify and comment in real time the work done by others.

In addition, a space is made available in the cloud where participants can create, manage, store and share your files (text, photos, videos ...) and synchronize them on the digital devices.



Through the shared canvases of google workspaces may be used in all sessions in which large working groups have to elaborate proposals in a structured way, through individual brainstorming and collective summaries. In particular, they can be used in participatory workshops on Vision and Action in combination with other digital tools.