Guide II

Co-creation
Work guide. Work 4 Progress Programme

This is a collection of 4 guides addressed to current and future organisations, by the Work4Progress (W4P) Programme of “la Caixa” Foundation:

I.– Community listening process
II.– Co-creation
III.– Prototyping and scaling
IV.– Evaluation and communication

These guides are intended to compile a series of best practices based on the working experience of the three W4P platforms and to establish a common language for them all.

They have been produced by the Innovation and Technology for Development Centre (itdUPM) of the Technical University of Madrid in a process of co-creation and comparison with the organisations that work on the Programme.

They include real examples from the experience of the W4P Programme, which will be updated and expanded in future editions.

W4P is a “la Caixa” Foundation programme intended to promote employment among women and young people in regions of Mozambique, India and Peru, through the creation of a platform for action and learning upon which innovative solutions may be scaled.

1st edition July 2019
Contents

What is co-creation?
   Co-creating on the W4P Programme
   Results expected from the co-creation process

How is the co-creation process performed?
   How is a co-creation session organised?
      Design and preparation
         Inviting participants
         Place and times
         Duration of sessions
         Session number
         Plan reporting
         Plan tools
      Perform
         Introduction
         Performance
         Tools
      Systematise
         Record results

The step from co-creation to prototyping
References

References to other guides are indicated with the icon of those guides.

- **Guide I: Community listening process**
- **Guide II: Co-creation**
- **Guide III: Prototyping and scaling**
- **Guide IV: Evaluation and communication**

You will find fantastic TIPS and advice accompanied with this symbol. Make sure you bear them in mind to make sure the process is successful.

---

Work guide. **Work4Progress Programme.**

**Guide II. Co-creation**

**Online templates**

Download this and more tools at “la Caixa” Foundation web page.
Co-creation

What is co-creation?

Co-creation is a process by which ideas and solutions are developed collaboratively.

Co-creating on social innovation platforms

On social innovation platforms, such as those of the W4 Progress Programme of “la Caixa” Foundation, co-creation is the mechanism for creating sustainable, quality employment among women and young people with the participation of Community members.

Results expected from the co-creation process:

The results of a co-creation process are the prototypes that usually fit into one of the four areas of impact:

- Community actions: small-scale or community initiatives that do not involve a business model.

  Ex: “safe spaces” in Uttar Pradesh, India, in which discussion sessions on matters of gender and women’s empowerment are provided.

Source: W4P India.
Entrepreneurship actions: small- and medium-scale initiatives that involve a business.

Ex: the initiative of rural micro-entrepreneurs in Mozambique's Montepuez District.

Large-scale actions: large-scale initiatives that affect the community as a whole, with business implications.

Ex: the construction of a market for women local producers in Mozambique.

Public service actions: actions associated with the provision of public services and political or regulatory reforms.

Ex: encouraging changes in tax benefits to promote the use of solar panels.
The creation and strengthening of relational and organisational networks or, in other words, connecting people from the community with one another and with other stakeholders, is also a desirable and important result of the co-creation process.

As the co-creation process advances, it is necessary to check whether proposals are being developed in all impact areas.

**How is the co-creation process performed?**

On the W4P, co-creation is coordinated through co-creation sessions that feature the participation of the Working Groups and are designed and led by the Facilitating Team.

The process of co-creation is initiated with the results obtained during the community listening process.

As a result of the community listening process, numerous ideas will have emerged that must be developed and specified.

---

The co-creation process starts by ordering and grouping together ideas by thematic similarity.

The **Co-creation Dashboard** is used to systematically compile both the list of initial subjects and ideas and the other information generated throughout the process.
Co-creation dashboard

1. In the first column, “Listening process”, the ideas that emerged during the listening process are listed.

2. In the following step, these ideas are grouped according to thematic similarity.

3. A Working Group is established for each thematic group.

4. The columns headed “Co-creation” should feature record of the co-creation sessions by each Working Group and its results.

5. The column headed “Prototyping” should feature record of the prototypes concluded in co-creation.

See an example on the next page.

In the design of the Working Group, the diversity of participants must be considered

- Gender and age diversity: men and women of different ages should be included.
- Different level of knowledge and understanding of the problem: there should be people with expertise in the subject matter and geographical and cultural proximity.
- Institutional diversity: representatives from companies, government institutions, town councils, research centres, universities, etc.

## Co-creation dashboard

<table>
<thead>
<tr>
<th>Date:</th>
<th>Place:</th>
<th>Platform:</th>
</tr>
</thead>
</table>

### Prototyping

<table>
<thead>
<tr>
<th>Prototypes</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Prototypes</td>
<td>Establishment of the water committee</td>
<td>Opening of new points of sale for mushroom</td>
</tr>
</tbody>
</table>

### Co-creation

<table>
<thead>
<tr>
<th>Session XXX/XX/XX</th>
<th>Results</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Session XXX/XX/XX</td>
<td>Results</td>
<td></td>
</tr>
<tr>
<td>Session XXX/XX/XX</td>
<td>Results</td>
<td></td>
</tr>
</tbody>
</table>

### Work groups (names)

<table>
<thead>
<tr>
<th>Work groups (names)</th>
<th>Maria</th>
<th>Carmen</th>
<th>Belén</th>
<th>Javier</th>
</tr>
</thead>
</table>

### Thematic group

<table>
<thead>
<tr>
<th>Thematic group</th>
<th>Water</th>
<th>Crop</th>
<th>Storage</th>
<th>Infrastructure</th>
</tr>
</thead>
</table>

### Listening

<table>
<thead>
<tr>
<th>List of ideas</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Scarcity of water, grazing land and land for livestock</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Co-creation dashboard

<table>
<thead>
<tr>
<th>Date:</th>
<th>Place:</th>
<th>Platform:</th>
</tr>
</thead>
</table>

### Prototyping

<table>
<thead>
<tr>
<th>Prototypes</th>
</tr>
</thead>
</table>

### Co-creation

<table>
<thead>
<tr>
<th>Session</th>
<th>/</th>
<th>/</th>
</tr>
</thead>
<tbody>
<tr>
<td>Session</td>
<td>/</td>
<td>/</td>
</tr>
<tr>
<td>Work groups (names)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thematic group</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Listening

<table>
<thead>
<tr>
<th>List of ideas</th>
</tr>
</thead>
</table>

Download this and more tools at "la Caixa" Foundation web page.
How is a co-creation session organised?

A co-creation session comprises three stages: preparing the session, holding it and systematising its progression and results. A session should deal with just one issue.

### Prepare

Choose the meeting place: it must be accessible, nearby and large enough to accommodate everyone invited, and facilitate work in small groups, the display of results, and others. It could be a school, a cultural centre, a neighbourhood club, etc.

Avoid spaces with furniture that is fixed to the ground or too large to move and adapt it to the requirements of each meeting. An outdoor session could be very inspiring and productive.

### Perform

Call the specific Working Group session: evaluate whether it is possible to hold mixed meetings or whether, for specific matters, women are more comfortable discussing certain issues in non-mixed Working Groups.

A maximum of 30 people in each Working Group is recommended.

### Systematize

Choose a suitable time: sessions should be held at times that allow women and young people to take part.
Prepare

Select the tools and dynamics that will be used in the session. The following tools will be included later:

- Design question
- Brainstorming
- Concept poster
- Business model canvas
- Social business model canvas

Perform

Anticipate how long the session will last: a session should not last more than 2 to 3 hours.

Systematize

Plan the reporting of sessions: during the session, one or several people should take orderly and systematic notes on the dynamics that have arisen, on participants’ impressions and on the results obtained.

Determine how many sessions will be necessary: there is no limit but if no progress is made in three sessions, perhaps this group or issue should be abandoned.
Prepare a co-creation session

1 If it is the first session with a specific Working Group, starting with an “icebreaker” is recommended so that attendees can get to know one another.

**Icebreaker:**

1 Ask each person to choose a number that is significant or important for them and write it on their identification, then,

2 Ask them to get into pairs (or groups) and try to guess the meaning of the number chosen by the other person.

2 Present the session’s agenda. When the group has got to know one another, it is time to present the session’s agenda, its estimated duration and the envisaged results. If it is not the first session, it is useful to include relevant information on previous sessions.

3 Develop a dynamic suited to the meeting’s objectives and the status of the co-creation process:

   To generate ideas
   ○ Design question
   ○ Brainstorming

   To define an idea and expand on it in detail
   ○ Concept poster

   To develop ideas with business models
   ○ Business model canvas
   ○ Social business model canvas

How could a co-creation session programme be like?

An example of a programme could include the following activities (which should be adapted to local customs and times):

1. Welcome and introduction. (5 min)
2. Presentation of the agenda and of the work methodology. (15 min)
3. Presentation of the main conclusions of the listening process: narratives identified. (15 min)
   Break.
4. Part I: Brainstorming and voting. (40 min)
5. Part II: Development of concepts. (20 min)
6. Presentation of concepts and future prototypes. (20 min)
   Conclusions and forthcoming steps. (5 min)
Adapt the dynamics

At the beginning of the processes, to generate ideas:

- **Define an idea** and expand on it in detail:
  - Design question
  - Brainstorming

- Concept poster

To develop ideas with business models:

- Business model canvas
- Social business model canvas
Tools to generate ideas:

**Tools for generating ideas:**

With this tool it is possible to generate questions from the Thematic Groups and thus view potential solutions from a different perspective. The questions will follow the model “How is it possible or how might...?”

**Steps**

1. The theme or groups of ideas are used to pose a general question. For example: How might crops be improved in Peru’s Andahuaylillas zone?

2. Rather than trying to answer the question, the Work Group must propose other ways of asking questions about the same theme. For example: How could we grow different types of mushrooms in Andahuaylillas? What other crops would be possible in this zone? What crops have been introduced in nearby zones?

3. Once the process is complete, 3 of these new questions are chosen to be used in the next brainstorming session.

See an example below.

**Design question**

<table>
<thead>
<tr>
<th>Date:</th>
<th>Place:</th>
<th>Platform:</th>
</tr>
</thead>
</table>

**How might we...?**

- How might crops be improved in Peru’s Andahuaylillas zone?
- How could we grow different types of mushrooms in Andahuaylillas? What other crops would be possible in this zone?
- What crops have been introduced in nearby zones?
Brainstorming:

The purpose of brainstorming is intended to generate specific ideas in a structured way, after having identified a specific challenge or need.

It is an open process in which all ideas are welcome.

Steps

1. Place the design question or challenge in the centre of the matrix.

2. Reflect for three or four minutes on an idea based on the design question in the centre of the matrix. Write down the idea on a Post-it and place it on one of the matrix's empty squares.

3. After reflecting on the first idea, the whole group should read the ideas that have emerged and develop them or generate other new ideas– adapting the previous ideas or writing other new ideas. This process is repeated until each matrix is complete.

4. A lot of new ideas will have emerged by the end of the brainstorming session.

A vote should be taken to prioritise the results of brainstorming:

Over the results of the brainstorming session, each person should vote for the proposed idea or solution that he or she liked best and explain why.

At co-creation sessions the proposals made by the Working Group will be prioritised. The Facilitating Team can always propose alternative or innovative ideas or approaches that have worked in other places.
Herramienta Poster Conceptual:

With this tool it is possible to make the ideas or solutions being more specific.

Steps

1. Select which groups of ideas or one–off idea could possibly be developed.

2. Start choosing a title that sums up the essence of this concept.

3. Briefly describe the elements that should be part of this concept. What services does it include? What is innovative about it? What makes it original?

4. Identify the target group for this concept and describe how it relates to the profile and the needs of this specific group. To do so, it may be useful to identify up to three target groups and to describe them in detail.

5. Describe the value and the effects that this concept or idea may have for the group/s at which it is aimed.

6. Start making a list of the main stakeholders involved: Who should belong to this? Think of the stakeholders that are crucial for this concept to materialise. People in the public and private sectors or members of associations and organisations may belong to the team.

7. Describe the business potential of this concept. Who would be willing to finance it? What new business model does it involve? What is its potential for growth?

8. Analyse existing strategic initiatives and knowledge on this subject.

9. Indicate the three most important following steps for this idea or concept to materialise.

See an example on the next page.
Concept Poster

Title
Information kiosks

Description
Offering services such as the use of computers, Internet connection and printing of documents. These services allow access to online services: banking, insurance, etc. They also act as a point of contact and information about business opportunities for new enterprises.

Target group
Women and young entrepreneurs

Needs
Lack of digital services
Relevant information on banking services

What is innovative about it?
Run by people from the community
This service did not exist previously

Who should join?
Banks, mobile telephone companies

Forthcoming steps
- Identify possible interested parties
- Identify location of kiosks

Other initiatives performed

Based on the “Concept Poster” tool of the Danish Design Center

Download this and more tools at “la Caixa” Foundation web page.
Tools for developing ideas with business models:

**Business model canvas tool:**

There are different business model canvas templates. One of the simplest is developed by Nesta and can be found in this Guide on page 23.

**Social business model canvas tool:**

If developing a social business type, you may use a social business model canvas. A user-friendly version is available on page 24 of this Guide.

Source: W4P India.
Work guide. Work4Progress Programme.
Guide II: Co-creation

Design question

Date: 
Place: 
Platform: 

How might we...?

Based on the “How might we...” tool of the Danish Design Center
Download this and more tools at “la Caixa” Foundation web page.
Brainstorming

Date:  
Place:  
Platform:

Share your ideas

Based on the "Share your ideas" tool of the Danish Design Center

Download this and more tools at "la Caixa" Foundation web page.
Concept Poster

Date: Place: Participants:

Title

Description

Target group

Needs

What is innovative about it?

Who should join?

Forthcoming steps

Other initiatives performed

Based on the “Concept poster” tool of the Danish Design Center

Download this and more tools at "la Caixa" Foundation web page.
**Business model canvas**

**Who will help you?**
Key allies

**How do you do it?**
Key attitudes

**What do you do?**
Value proposition

**How do you interact?**
Customer relations

**Who do you help?**
Customer segment

**What do you need?**
Key resources

**How to achieve them?**
Distribution channels

**How much will it cost?**
Cost structure

**How much will you earn?**
Income flow

Based on the "Business canvas" DIY Nesta toolkit

Download this and more tools at "la Caixa" Foundation web page.
## Social business model canvas

<table>
<thead>
<tr>
<th>Date:</th>
<th>Place:</th>
<th>Participants:</th>
</tr>
</thead>
</table>

### Key Resources
What resources do you need to perform your activity? People, financing, income.

### Key Activities
What programmed and non-programmed activities will your organisation agree to perform?

### Type of Intervention
What format does your intervention have? A workshop? A service? A product?

### Segments
Who are the beneficiaries?

### Partners and key stakeholders
Who are the essential groups that you need to involve to perform your programme? Do you need special permits?

### Channels
How are you reaching your users and clients?

### Customer
Which organisation pays for your service/product?

### Value Proposition
Value proposition for use

### Measuring impact
How will you show that you are creating social impact?

### Cliente value proposition
What does the client who pays for your product/service obtain?

### Cost structure
What are your major cost areas? How do they change by scale?

### Surplus
Where do you invest your earnings?

### Income
Describe your sources of income in %

---

Based on the Tandemic “Social Business Canvas”

Download this and more tools at “la Caixa” Foundation web page.
How is a co-creation session organized?

Prepare Perform Systematize

Document the progression and results of the co-creation session:

The objective is:

- To document the co-creation process;
- To report results internally and externally;
- To organise the following meetings;
- To improve the dynamics used;
- To maintain the listening process;
- To review the structure of the Work Groups and, if necessary, form new groups.

Tools for documenting a co-creation session

- Minutes of meetings, which are useful for keeping a detailed record for the Facilitating Team,
- Visual representation (infographics) of ideas, connections and people,
- Storytelling with videos or photos for reporting the results to the community,
- A theatrical play, puppets, etc.

The information compiled after the co-creation sessions can be converted into items of communication in different formats. See Guide IV Evaluation and Communication.
The step from co-creation to prototyping

The co-creation sessions will yield ideas that grow more defined and specific. These ideas, if developed enough, may lead to the subsequent prototyping stage.

Through prototyping we can materialise an idea by putting it to the test, learning, adapting it, modifying it or, possibly, ruling it out. A prototype makes it possible to model different types of solutions, which may be products or services.

It is not necessary to establish just one apparently very good solution, but rather generate the greatest possible number and variety of solutions and prototypes to achieve different levels of impact.

The objective is to generate proposals of all types and levels of impact.

Remember to compile the information about potential prototypes on the Co-creation Dashboard (page 8).
**Glossary**

**Co-creation** Community–led process via which solutions are found.

**Community** Set of people from a territory or who share a common problem. In a broad sense, this concept includes various actors: informal (people), non-profit organisations (third sector), social enterprises, educational establishments, businesses, government and state organisations.

**Community transformation** A set of changes in the economic, social, political and cultural spheres that are necessary for a specific community to be able to develop in terms of sustainable human development (structural changes that allow for a more comprehensive change).

**Contrast group** A group of people constituted by the network’s organizations, public authorities, private companies, NGOs, schools, universities and any other actor who is affected by or works in the sphere of the intervention.

**Design principles** These are rules that enable us to keep the working values that we accept and share in mind during co-creation and prototype process.

**Ethnography** Ethnography is a method of social research that allows cultural knowledge to be recorded, it details patterns of social interaction, allows for a holistic analysis of societies, is descriptive and allows theories to be developed and verified.

**Ethnographic profile** It is a simplified representation of people, their main problems and needs. It allows us to translate the information obtained via the listening process into a simpler form which is easier to understand.

**Expert** A specialist, with knowledge or experience in a subject.

**Facilitating team** Group formed by, at least, one person from each organisation that makes up the W4P Platform of each country. Its function, among others, is to plan, run and monitor the process of co-creation, prototyping, scaling, evaluation and communication processes.

**Listening platform** A set of instruments and processes to get an in-depth understanding of the needs, challenges and opportunities of the community.

**Listening group** Group of people with diverse profiles who represent the Community, at least 60% should be women and 50% young people.

**Narratives** The perceptions that people and the community have of their own lives. They are subjective and have a major influence on the actions they believe can, or cannot, be carried out.

**Prototype** The materialisation of an idea or solution so that we can try it out, learn from it, adapt, modify or, possibly, discard it.
## Glossary

<table>
<thead>
<tr>
<th><strong>Resources</strong></th>
<th>Set of elements available in order to satisfy a need, carry out an initiative or explore opportunities. They can be of different types: economic, technical, human, etc.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Social innovation</strong></td>
<td>“new ideas (products, services and processes) that simultaneously satisfy the needs of social networks in a more efficient way than existing ones and create relationships or new and long-lasting social collaborations. They are innovations that are not only good for society, but also improve its ability to act.”</td>
</tr>
<tr>
<td><strong>Spaces for collective sense-making</strong></td>
<td>Meeting places where, for example, events, meetings and workshops are held, and in which the dialogue and control groups take part with the aim of comparing the information gathered.</td>
</tr>
<tr>
<td><strong>Thematic group</strong></td>
<td>Set of ideas or solutions, related in terms of topic or scope, identified during the listening process.</td>
</tr>
<tr>
<td><strong>Theory of change</strong></td>
<td>This is a hypothesis that outlines a strategic vision of the desired change by thoroughly analysing and describing the hypotheses behind each step (...) identifying the conditions that allow or deter each one of them, as well as the activities that produce the conditions and explain how these activities could work...</td>
</tr>
<tr>
<td><strong>Working group</strong></td>
<td>Set of people participating in a co-creation or prototyping session, made up of different profiles of people, both from the community – in a broad sense – and experts. Its composition can be modified, and its number increased or decreased depending on the progress made as regards the idea being developed.</td>
</tr>
</tbody>
</table>
First edition: July 2019.

Design and illustrations: VINDUE
www.vindue.es

Texts: itdUPM
www.itd.upm.es

This work is licensed under the Creative Commons Attribution–NonCommercial–ShareAlike 4.0 International License. To view a copy of this license, visit http://creativecommons.org/licenses/by-nc-sa/4.0/ or send a letter to Creative Commons, PO Box 1866, Mountain View, CA 94042, USA.