

18.12 Diversity of stakeholders involved

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Diversity of stakeholders involved	Participatory Planning and Governance
<p>Description and justification</p>	<p>Co-production is all about diversity, meaning that diverse actors need to be involved on an equal basis (Bussu and Galanti 2018; Frantzeskaki and Kabisch 2016). Co-production in nature-based solution projects encompasses a wide range of opportunities for citizens, nongovernmental organisations, businesses and other stakeholders to co-design, co-implement and co-manage a nature-based solution. Including different perspectives, needs and knowledges does not only produce a more creative output but also ensures their accountability and applicability (Frantzeskaki and Kabisch 2016).</p> <p>Actor mapping tools facilitate the identification of suitable participants based on different types of knowledge and backgrounds (van der Jagt et al. 2019; Hölscher et al. 2018; Wittmayer et al. 2012). While recognising the importance of other requirements, the diversity indicator looks at the diversity of knowledge and backgrounds rather than e.g. gender (see Indicator on social equity).</p> <p>Avelino and Wittmayer (2016) introduced the Multi-actor Perspective (MAP) (Figure 1). The MAP draws on work by institutional scholarship, particularly the 'Welfare Mix' scheme by Evers and Laville (2004: 1740) and Pestoff (1992: 2537). This scheme distinguishes between four different sectors: state, market, community and third sector. The distinction of sectors is based on general characteristics and 'logics' of a sector (i.e. formal vs. informal, for-profit vs. non-profit, public vs. private). Notable is the category of 'third sector' as an intermediary sector between state, market and community. It includes the non-profit sector that is formalised and private, but also intermediary organisations that cross the boundaries between profit and non-profit, private and public, formal and informal (e.g. 'not-for-profit' social enterprises, universities, or cooperatives). The consideration of the third sector enables to more sharply specify what is usually referred to as 'civil society' (Avelino and Wittmayer 2016). Even if a co-production process includes actors from NGOs, citizens or grassroots initiatives can still remain underrepresented. The MAP takes the Welfare Mix scheme further and distinguishes between different individual and</p>

organisational actors that can take up different roles in relation to different sectors. The MAP can be used as an actor mapping tool in co-production processes, enabling to be more explicit about which actor categories and roles are included and to overcome a bias towards certain (groups of) actors and sector logics (Hölscher et al. 2018).



Figure 1: MAP: level of individual actors per sector (source: Avelino and Wittmayer 2016, p. 637)

Similarly, the Quintuple Helix model helps to identify five key audiences to be targeted as part of a co-production process (Carayannis et al. 2012; Figure 2): 1) Education system (e.g. academia, higher education, schools, kindergartens); 2) Economic system (e.g. industry(ies), firms, services, banks, entrepreneurs); 3) Political system (e.g. national/local governments, policymakers, law makers, politicians); 4) Civil society and media (e.g. local communities, community groups, NGO's, mainstream and local media, environmental media); 5) Natural environments of society (e.g. NBS experts from NGO's, policy makers, political bodies, experts and opinion leaders on NBS).

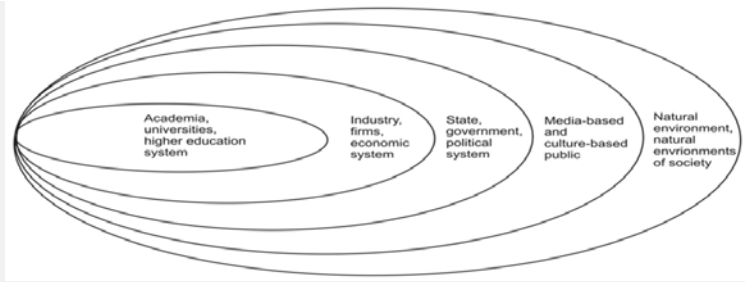


Figure 2: Quintuple Helix (Carayannis et al. 2012, p. 6)

Definition	The indicator is defined in terms of the mix of stakeholders involved in a co-production process, based on their backgrounds and sectoral logics.
Strengths and weaknesses	<p>+ relatively easy-to-measure indicator</p> <p>+ helps understanding whether a co-production process included a balanced participation of different stakeholders, views and perspectives</p> <p>- Does not explicitly consider other forms of diversity and inclusivity related to social equity (e.g. representation of underrepresented groups, gender equality)</p>
Measurement procedure and tool	<p><i>Quantitative P:</i> Scale inventory of types of actors per co-production/participatory process</p> <p>T: MAP or Quintuple helix model. The numbers per category are added up and the proportion of each group is calculated. What is considered a good spread across the different groups often depends on the type of participation process.</p> <p><i>Qualitative P:</i></p> <p>T: case study methodology – semi-structured interviews, case study analysis, participant and non-participant observation</p> <p>T: participatory data collections methods, such as focus groups</p>
Scale of measurement	<p>At the beginning of the meetings organized during a co-production/participatory process, stakeholders should be invited to sign a timesheet. The Indicator will be equal to the whole number of stakeholders involved during these meetings.</p> <p>In a second step, the stakeholders are categorised based on the role/position they took in the process. There are two options to categorise the diversity of stakeholders:</p> <p>Option A) Multi-Actor Perspective (MAP)</p> <p>State: e.g. policymaker, politician, bureaucrat</p> <p>Community: e.g. resident, neighbour</p> <p>Market: e.g. firm, entrepreneur</p>

	<p>Third Sector: e.g. activist, volunteer, researcher</p> <p>Option B) Quintuple Helix</p> <p>Education system: e.g. academia, higher education, schools, kindergartens</p> <p>Economic system: e.g. industry(ies), firms, services, banks, entrepreneurs</p> <p>Political system: e.g. national/local governments, policymakers, law makers, politicians</p> <p>Civil society and media: e.g. local communities, community groups, NGO's, mainstream and local media, environmental media</p> <p>Natural environments of society: e.g. NBS experts from NGO's, policy makers, political bodies, experts and opinion leaders on NBS</p> <p>In a third step, the numbers per category are added up and the proportion of each group is calculated. What is considered a good spread across the different groups often depends on the type of participation process.</p>
Data source	
Required data	<p>Essential: Time-sheets for each meeting/activity per participatory process</p> <p>Essential: knowledge about stakeholder backgrounds/category</p> <p>Desirable: reflective notes from organisers about reasons for over-/underrepresentation of certain groups</p>
Data input type	Quantitative, qualitative if linked to reflections about reasons for over-/underrepresentation
Data collection frequency	<p>Every six months, aligned with co-production / participatory processes</p> <p>Most desirable after each meeting to reflect on diversity</p>
Level of expertise required	Low
Synergies with other indicators	
Connection with SDGs	<p>Goal 10. Reduce inequality within and among countries</p> <p>Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable</p> <p>Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p>

	Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development
Opportunities for participatory data collection	<p>This Indicator can only be calculated through a participatory data collection (timesheets).</p> <p>Participatory methods (e.g., focus groups, narrative studies, participatory data collection methods, and/or participatory action research) may be applied to collect community-relevant information on over-/underrepresentation.</p>
Additional information	
References	<p>Avelino, F. and Wittmayer, J.M. (2016). Shifting Power Relations in Sustainability Transitions: A Multi-actor Perspective. <i>Journal of Environmental Policy & Planning</i>, 18(5): 628-649. DOI: 10.1080/1523908X.2015.1112259.</p> <p>Bussu, S., Galanti, M.T. (2018) Facilitating coproduction: the role of leadership in coproduction initiatives in the UK, <i>Policy and Society</i>, 37:3, 347-367, DOI: 10.1080/14494035.2018.1414355</p> <p>Carayannis, E.G., Barth, T.D., Campbell, D.F.J. (2012) The Quintuple Helix innovation model: global warming as a challenge and driver for innovation. <i>Journal of Innovation and Entrepreneurship</i>, 1:2. DOI: 10.1186/2192-5372-1-2</p> <p>Evers, A. and Laville, J.L. (Eds.) (2004). <i>The third sector in Europe</i>. Edward Elgar Publishing</p> <p>Ferlie, E., Pegan, A., Pluchinotta, I., Shaw, K. (2019) Co-production and co-governance: strategic management, public value and co-creation in the renewal of public agencies across Europe. COGOV Deliverable 1.1.</p> <p>Frantzeskaki, N., & Kabisch, N. (2016). Designing a knowledge co-production operating space for urban environmental governance—Lessons from Rotterdam, Netherlands and Berlin, Germany. <i>Environmental Science & Policy</i>, 62, 90-98.</p> <p>Hölscher, K., Avelino, F., & Wittmayer, J. M. (2018). Empowering actors in transition management in and for cities. In <i>Co-creating Sustainable Urban Futures</i> (pp. 131-158). Springer, Cham.</p> <p>Pestoff, V. (1992). Third Sector and Co-Operative Services – An Alternative to Privatization. <i>Journal of Consumer Policy</i>, 15: 21-45.</p> <p>Van der Jagt, A.P.N., Smith, M., Ambrose-Oji, B. et al. (2019) Co-creating urban green infrastructure connecting people and nature: A guiding framework and approach.</p> <p>Wittmayer, J., Frantzeskaki, N., van Steenberg, F., Roorda, C. and Henneman, P. (2012). Introducing a profile for urban change agents: Experiences from five European cities, <i>Drift Working Paper</i>, Erasmus University Rotterdam, Rotterdam, Creative Commons.</p>