Co-creating a strategic programme proposal
Experiences of knowledge sharing and value co-creation

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Case “Jyväskylä Forest Programme 2030”

• Jyväskylä city decided to use a collaborative decision process (2016-2018) to create the Jyväskylä Forest Programme 2030 proposal.

• The aim was to create the strategic plan describing how the city of Jyväskylä will take care of its forests (about 8600 hectare) until 2030.

• As the forests are of economic, social and ecological importance, this meant that there existed different, conflicting values which needed to be reconciled.

• Jyväskylä city used an external, neutral facilitator to guide the programme development process.

• After a stakeholder analysis, key stakeholders from within the city administration (five different departments) and from outside the city administration (eight different organizations, across sectors) were chosen to participate in the process.
Collaborative tools used in the process

- **Stakeholder mapping**
  - Analysis of how key stakeholders think – their values, their needs, their wishes, their fears, etc.
  - Based on interviews with stakeholders

- **Joint fact finding**
  - Shared analysis of research results, facts, knowledge, insights by stakeholders of the situation, from different perspectives
  - Based on Maptionaire (citizens), expert presentations, field visits

- **Joint programme packaging & writing**
  - Drawing up a common document, finding consensus on possible solutions
  - Using different consensus building tools, consensus finding votes, etc.
Research by CORE

- Research focus: A value co-creation and knowledge sharing view on collective governance process and tools.

- Data (to be) collected and analysed:
  - Documents created during the process (stakeholder report, maptionaire report, expert presentations, part proposals, final policy document, evaluation of the process by the facilitator)
  - Interviews with participants, facilitators and decision-makers.
Initial reflections on tools

• Stakeholder mapping
  – Provides opportunities to gain insight into different viewpoints
  – Provides a starting point for the process
  – Demands identifying the key stakeholders

• Joint fact finding
  – Provides space for learning, to see things anew
  – Demands an acceptance of a variety of views by participants
  – Demands identifying key perspectives

• Joint programme packaging and writing
  – Demands people to take responsibility
Initial findings

• Value co-creation
  – Value was perceived by all respondents, generated through compromise and facilitation
  – Views differed on what the other participants were aiming to achieve
  – Process itself regarded as heavy, though end-results seen positive (personal pride)

• Knowledge sharing
  – Knowledge transfer took place between the participants
  – But! Knowledge was rarely shared with the “home organization”
  – Furthermore, the person presenting an organization was sometimes seen as presenting her/his personal views, rather than the view of the organization
  – Participants talk about feeling they are “the only one” to promote a particular stance