

**Interreg
Europe**



Co-funded by
the European Union

NEBA

THEMATIC WORKSHOP GUIDELINES

Developed by
University of Torino (Italy)
Prof. Gabriella M. Racca (Team Leader)

Reviewed by
Lithuanian Innovation Centre (Lithuania)
Karolina Kužmarskytė

Designed by
Lithuanian Innovation Centre (Lithuania)
Inga Vyšniauskienė

NEBA – Supporting the integration of New European Bauhaus values and principles into the regional planning processes

This Thematic Workshop Guidelines document was developed by the research group led by Gabriella M. Racca, Full Professor of Administrative Law at the University of Turin (Dept. of Management “Valter Cantino”), and composed by Prof. Silvia Ponzio, Dr. Mara Demichelis, Dr. Paola Colla, Dr. Matteo Pignatti, under the Interreg Europe programme project “Supporting the integration of New European Bauhaus values and principles into the regional planning processes (NEBA)” - with the support of the Lead Partner of the project (Lithuanian Innovation Centre).

Prof. Gabriella M. Racca’s curriculum and open-access publications are available [online](#).



UNIVERSITÀ
DI TORINO

Interreg
Europe



Co-funded by
the European Union

NEBA

This document reflects the author's views only and the Interreg Europe programme authorities are not liable for any use that may be made of the information contained therein.

INDEX

INTRODUCTION AND STRUCTURE OF THE DOCUMENT

THE ROLE OF THEMATIC WORKSHOPS ON NEW EUROPEAN BAUHAUS

SECTION 1

A.1. HOW TO APPROACH NEB TOPICS AS A LOCAL PUBLIC ADMINISTRATION

A.2. PRELIMINARY INTERNAL ACTIVITY

A.3. NEB WORKSHOP PREPARATION AND ORGANIZATION

SECTION 2

B.1. HOW TO EXPLORE NEB TOPICS AS A LOCAL PUBLIC ADMINISTRATION

B.2. HOW TO REALIZE THE THEMATIC WORKSHOP: FACILITATION AND SUPPORT

B.3. OVERALL GUIDING QUESTIONS FOR DISCUSSION AND VISION

B.4. ON-SITE VISIT AND OVERALL TOOL PROPOSAL

SECTION 3

C.1. HOW TO UNDERSTAND NEB: MAIN TAKEAWAYS

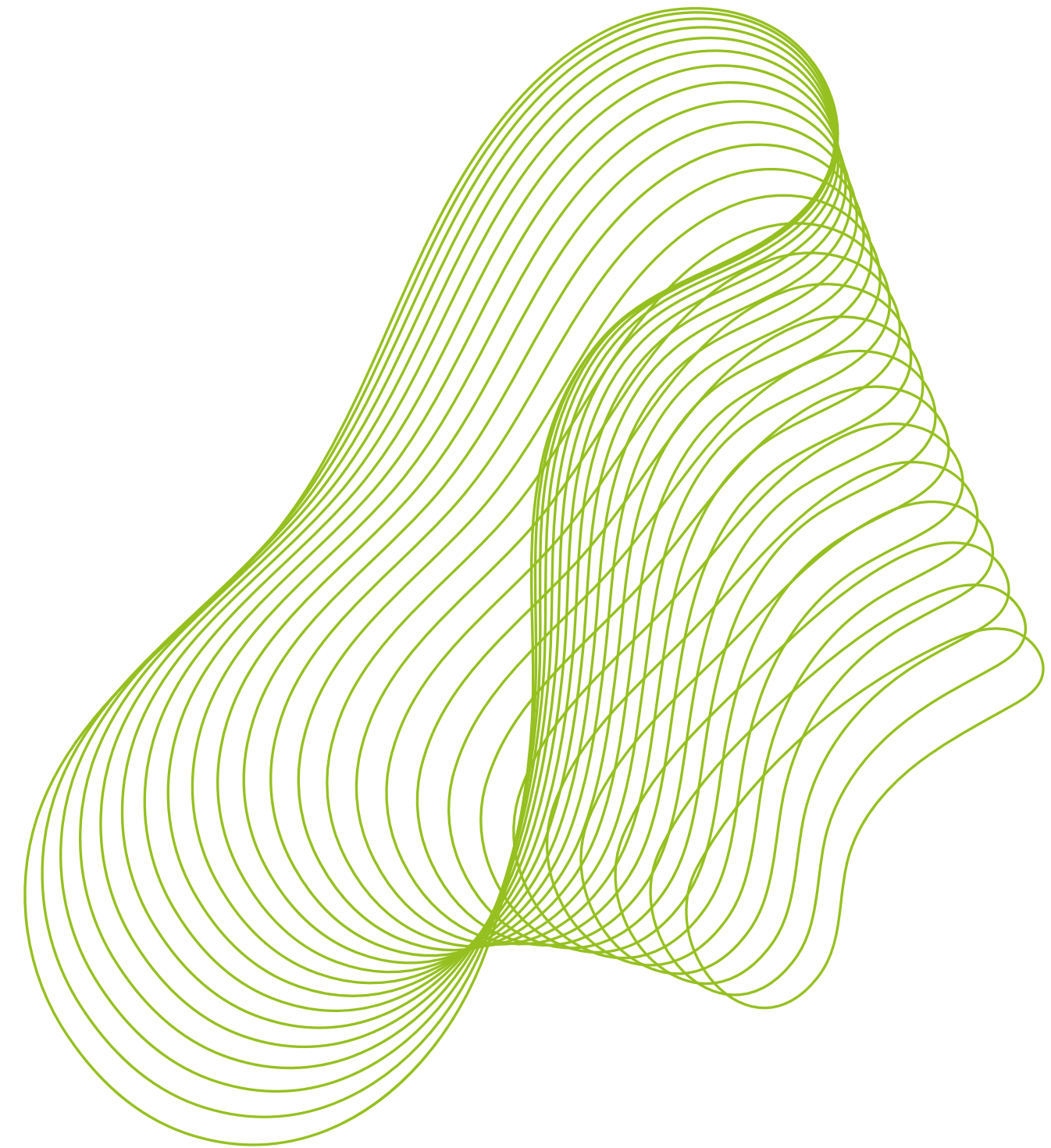
C.2. DOCUMENTATION, EVALUATION AND FOLLOW-UP

SECTION 4

D.1. HOW TO COMMUNICATE NEB TO LOCAL STAKEHOLDERS?

CONCLUSION: THE VERSATILITY OF NEB.

ANNEXES



INTRODUCTION AND STRUCTURE OF THE DOCUMENT

The Thematic Workshops (TWs) Guidelines, developed within the Interreg Europe NEBA project, aim to guide the organisation, implementation, and result collection of thematic workshops focused on the New European Bauhaus (NEB).

The document is primarily intended for local public authorities and municipalities involved in the NEBA project, with the broader goal of being adaptable to any local entity interested in organising workshops dedicated to the NEB topic and its development.

The guidelines have been developed by the Advisory Partner (University of Turin) of the NEBA project with the support and collaboration of the Lithuanian Innovation Centre, the Lead Partner.

The document is divided into four sections, providing two Annexes on broader NEB topics to explore and the strategic NEB resources as well as an overview of the NEBA project.

The guidelines' structure is based on four fundamental questions:

- **How can NEB topics be approached by a local authority or public administration to organize a thematic workshop?**
- **How can NEB topics be explored by a local authority or public administration in a thematic workshop?**
- **How can NEB be understood, and what key insights can a local authority or public administration gain from a thematic workshop?**
- **How to effectively involve stakeholders?**

Each of these questions corresponds to a specific section of this document.

In addition, NEB-related activity models and tools with specific instructions are provided. The activities can be easily used and replicated, with logistical and organizational advice for organizing a NEB-related event.

Moreover, a dedicated section focuses on communication with stakeholders. The guidelines will assist local public authorities in identifying, mapping, and involving stakeholders in the workshops, offering proposals and suggestions for developing activities with them and disseminating the results.

The overarching goal of the guidelines is to serve as a “manual”, or a “toolbox” for the organization and management of strategic NEB thematic workshops.



THE ROLE OF THEMATIC WORKSHOPS ON NEW EUROPEAN BAUHAUS

Understanding, exploring, sharing, and learning stages of the NEBA project implementation processes form the basis for policy instruments' improvement, rooted in NEB values, principles, and thematic axes.

In this context, the exploration phase is crucial to align understanding and knowledge of NEB's core values of **sustainability, beauty aesthetics** and **social inclusion**, and to explore ways to integrate them into local policies.

Activities focused on investigation, knowledge sharing, and communication with local authorities, citizens, and various stakeholders are essential for initiating and advancing such projects.

Organising thematic workshops is key to ensuring knowledge alignment among partners and within teams working or planning to work on NEB-related projects.

This document will guide users in utilising innovative solutions and practical tools to be broadly applicable and adaptable. Guidelines' long-term value extends to contexts requiring a deeper understanding of NEB topics, such as stakeholder meetings, workshops and thematic conferences.

Through thematic workshops, users could:

- **Learn from Europe:** Discover policies and instruments from across Europe and explore new connections among them.
- **Receive Experts' Guidance:** Gain insights from thematic experts and stakeholders.
- **Network with Peers:** Connect with like-minded peers.
- **Experience Policy Implementation:** Participate in study visits to see policy implementation in action.
- **Develop Replicable Models:** Create replicable models among partners and across Europe.

The Thematic Workshops on NEB should assist in:

- **Aligning Knowledge:** Ensuring all participants have a unified understanding of NEB principles.
- **Fostering Collaboration:** Encouraging cooperation among different stakeholders.
- **Promoting Innovation:** Introducing and applying innovative solutions and tools.
- **Enhancing Communication:** Improving dialogue and information sharing within the community.

SECTION 1

This section covers the approaching phase for NEB topics in public administrations. The described tools can be combined and used at different stages of organizing, conducting, and summarizing the workshops, depending on the specific needs. Each user is free to combine them or to follow the steps and templates provided here.

A.1. HOW TO APPROACH NEB TOPICS AS A LOCAL PUBLIC ADMINISTRATION

The New European Bauhaus initiative has widely disseminated its core values, principles, and thematic axes of action. Numerous documents and resources have been produced by the European Union through various NEB-related projects, supported by institutions (see Annex I and Annex II). This has enabled the communication of how to collaboratively design a better future with concrete, valid, and effective actions for as many people as possible.

However, a persistent challenge, especially for local public administrations, is how to channel initiatives and projects to make them “truly NEB”. NEB fundamentally implies a human-centred innovative development, thus co-creation workshops organization is strategic throughout every phase of the project.

One of the crucial steps for municipalities and local authorities in organizing NEB workshops is understanding how to approach this complex topic in practice. The first step is to share internally the vision.

CORE VALUES	WORKING PRINCIPLES	THEMATIC AXES
<p>Beautiful: Emphasizes the inspirational power of aesthetics and design in human experience.</p> <p>Sustainable: Focuses on environmental responsibility and long-term ecological balance.</p> <p>Together: Promotes inclusivity, community engagement, and social cohesion</p>	<p>Participatory Process: Involves active engagement of all stakeholders in the decision-making process.</p> <p>Multi-level Engagement: Encourages collaboration across different levels of governance and sectors.</p> <p>Transdisciplinary Approach: Integrates diverse disciplines and perspectives to address complex challenges.</p>	<p>Reconnecting with Nature: Enhancing the relationship between people and the natural environment.</p> <p>Regaining a Sense of Belonging: Strengthening community ties and cultural identity.</p> <p>Prioritizing Places and People that Need it Most: Focusing on areas and populations that require the most support.</p> <p>Shaping a circular industrial ecosystem and supporting life-cycle thinking: Promoting sustainable practices throughout the entire lifecycle of projects.</p>

Box 1. NEB key points. Source for elaboration: Nebula, New European Bauhaus: A Handbook, 2023.

A.2. PRELIMINARY INTERNAL ACTIVITY

Since the level of knowledge and understanding of the NEB varies depending on the context, there are two possible starting points for organizing a thematic workshop:

1. A local public administration that wants to initiate NEB-related activities and projects but is not yet aware of the exact needs of the community. Therefore, it might organize a workshop to gather ideas and define the steps to be taken.

2. A local public administration that already has an idea for a project and wants to organise a workshop focusing on a specific topic. For instance, within the NEBA project, three thematic workshops will be organised, each of them embracing one of the three NEB core values: sustainability, beauty aesthetics, and social inclusion.

In the first case, the public administration needs to start familiarizing itself with the NEB principles of sustainability, aesthetics, and social inclusion. Besides the numerous online sources (case studies and/or content analyses on the NEB), the local public administration can proceed step by step.

In the second case, the public administration is more informed and knows the potential for NEB development in its territorial context. Here, internal discussions (see, Activity 1.1) are useful for further specifying the topic that will be developed in the workshop, considering the target audience.

Activity 1.1. Internal brainstorming activity

The team members should internally discuss the NEB values and their ideas in the local context before start organizing the workshop.

The staff involved in the thematic workshop organization could start discussing the opportunities and values provided by the NEB approach and the challenges that might be encountered, namely:

- How is NEB core values (sustainability, aesthetics, inclusion) pursued in our public administration's activities?
- Are there any results that can already be considered achieved (e.g., successful projects or case studies)?
- What threats could hinder or oppose the pursuit of specific NEB values in our context?

Remember: the answers that emerge in this phase can be very general, as this is an initial exploratory activity. Don't worry! They are only meant to prepare for the activities to be carried out with other participants in the workshop.

The outcome will help determine the direction to proceed, but most importantly, it will provide an understanding of the internal context. The local administration leading the workshop could become a driver of innovation in the external context as well!



Tool Proposal: For this internal brainstorming phase, it is recommended to use a SWOT analysis matrix, which can quickly identify promises and perils and pinpoint areas of risk and opportunity. It's possible also to use Canvas Models, Google Sheets etc.

A.3. NEB WORKSHOP PREPARATION AND ORGANIZATION

The NEB thematic workshop organisation brings project team members together to understand NEB's values and working principles and prioritise actions for its realisation. Organising a workshop is a meticulous process that requires careful planning and preparation, especially on the NEB-related topics, which are empirical and yet to be fully analyzed.

During the organisation phase, the team should take into account these simple guiding questions:

When? – It's the date of the workshop. It is important to set the date and time well in advance to ensure maximum participation.

Where? – It's the venue for workshop execution. Ensure adequate information about the location and make sure the venue is suitable for holding NEB workshop activities (e.g., for group work, PPT presentations, remote speakers, etc.).

What? – After the preliminary activity, it's necessary to define the workshop topic and activities (see Section 2, B.2., for examples of activities for TWs on the three NEB principles). It's also possible to develop so-called "alignment workshops on the NEB": they "may cover NEB's history, goals, challenges, and opportunities in the region" (for more information, see NEB Toolbox). The NEB alignment workshops are designed to foster a unified vision among those responsible for executing the various projects.

How? – At this stage, the organization team should define the agenda and timing of the event (e.g. 2 hours or more). Estimate the duration of the workshop, and the number of interventions needed, identify possible interesting speakers based on the topic, and allocate time for listening and practical activities.

Who will be the speakers? – Thematic workshops are a moment of reflection among peers from different realities and various regions, ensuring active engagement and allowing discussions on practical cases and sustainable development perspectives. It could be useful to provide a keynote speech or a case-study presentation.

What will we do? – Activity planning is another core phase of workshop organization. Based on the examples available in Section 2, activities compatible with the workshop's objective and theme can be constructed.

Who will participate? – If the main goal of the workshops is to align participants and/or define future internal strategies, it might be more effective to limit participation to a small group of people only to ensure clear and focused communication. For example, to align project partners and/or define future internal strategies, it might be more effective to limit participation to them to ensure clear and focused communication. However, external participation, such as experts, academia, community representatives, or other relevant stakeholders, can enrich discussions and bring new perspectives for future steps in NEB project implementation (see in-depth in Section 4 on communication).

What do we need? – Depending on the chosen activity, ensure the necessary materials are available (e.g., post-its for group activities, posters, computers, informational materials, etc.). Evaluation questionnaires can also be prepared (for templates and activity proposals, see Section 2 and Section 3).

ACTIVITY 1.2. PROPOSED ORGANIZATIONAL SCHEME AND AGENDA STRUCTURE

We propose below a simple template to organize the NEB thematic workshop. Other templates models and tools are available online (e.g., Canva, Miro, Google Sheets, etc.).

TITLE OF THE NEB THEMATIC WORKSHOP	
DATE	
VENUE	
TITLE	
AGENDA	
SPEAKERS	
PARTICIPANTS	Projects Partners or audience.
MATERIALS	<ul style="list-style-type: none"> • Projector and screen for presentations • Flip charts, markers, and sticky notes for brainstorming sessions • Art supplies for concept visualization (paper, colored pens, etc.) • Name tags and sign-in sheet
TASK PRE-WORKSHOP	<p>Communication to Participants: Provide relevant information to all participants well in advance. This includes details about the workshop's date, venue, agenda, and any preparatory materials they might need. Clear and timely communication ensures maximum participation and engagement.</p> <p>Resource Management: Keep track of all resources used during the workshop. This includes financial resources, materials, and any other logistical elements. Proper resource management is crucial for the smooth execution of the workshop and for reporting purposes.</p> <p>Consultation with experts (Advisory and Leading partners, or academia, etc.): Ensure regular consultation with experts to discuss and illustrate possible activities to be conducted during the workshop guarantees collaboration, facilitation and expert inputs for achieving the desired outcomes.</p>

SECTION 2

B.1. HOW TO EXPLORE NEB TOPICS AS A LOCAL PUBLIC ADMINISTRATION

The NEB Compass https://new-european-bauhaus.europa.eu/get-involved/use-compass_en is a key guiding framework for local administrations, experts, policymakers, citizens, and anyone interested in developing NEB projects. This framework ensures that projects align with the values and principles of the initiative, helping to label them as *truly NEB* by adhering to the outlined characteristics.

To this end, three levels of ambition have been identified and explored for each value in various projects and case studies, allowing them to be categorised within an organised schema based on their alignment with NEB values, principles, and thematic axes.

However, identifying a project as “NEB” is not a simple task and requires specific knowledge of the values and principles, which can be properly explored during the execution phase of workshops and events.

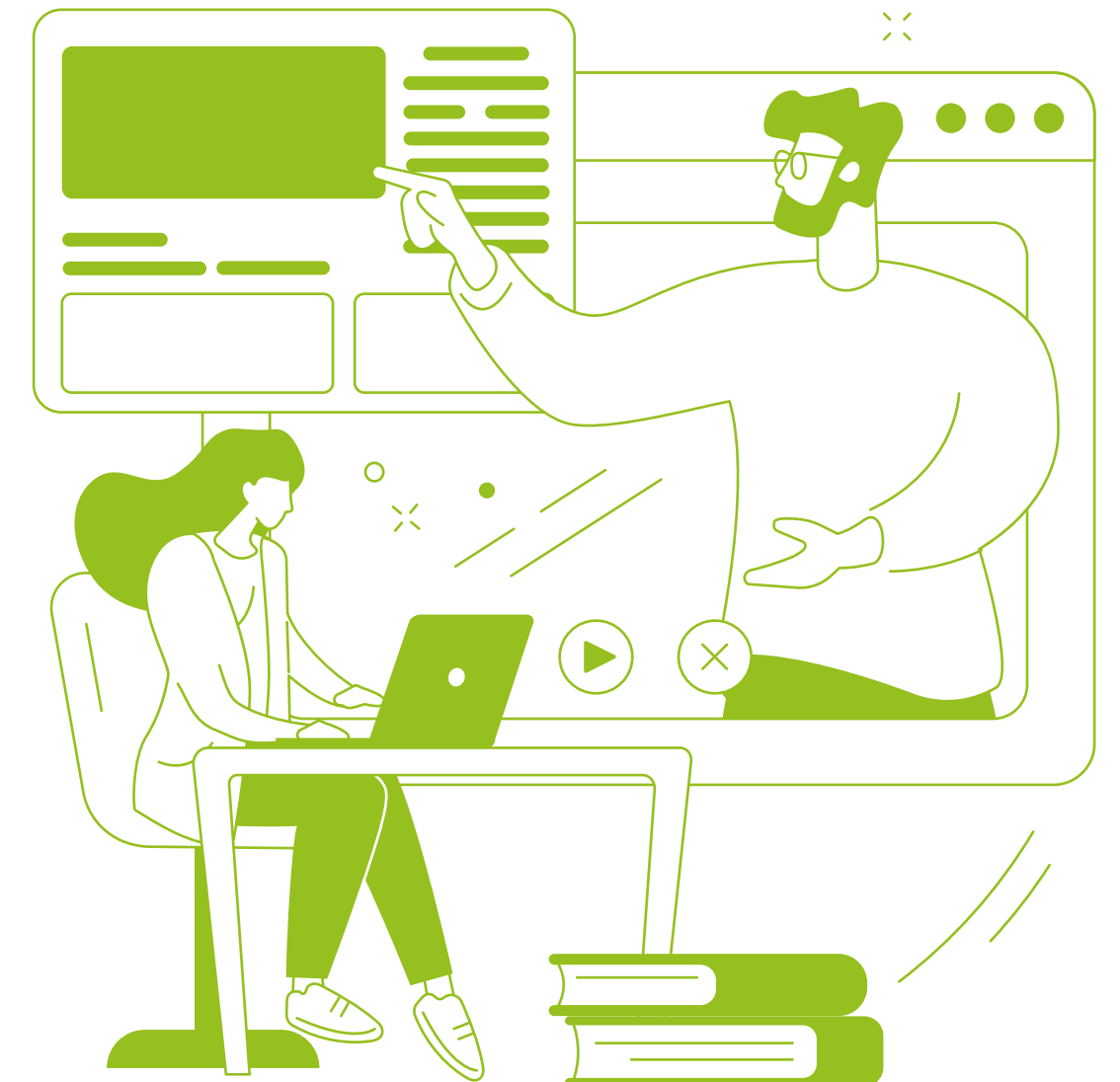
In these guidelines, the in-depth exploration of NEB topics corresponds to the workshop realisation phase. In this context, local public administrations and municipalities can discuss, reflect, and share experiences, gaining skills to carry forward to the next phase, which is understanding NEB (see Section 3).

B.2. HOW TO REALIZE THE THEMATIC WORKSHOP: FACILITATION AND SUPPORT

The execution phase of the thematic workshop includes several important considerations for organisers. The NEB initiative is implemented through dialogue, discussion, and the proposal of innovative ideas for the well-being of citizens. Living in a beautiful, sustainable, and inclusive environment where social justice and participation are realised should be the guiding principles of every discussion.

The guidelines present the characteristics an NEB workshop session should have while also providing ideas and outlining activities with tools that can be implemented during the workshop execution phase.

Please note: each specific context in which the workshop is conducted is different, and the choice of tools from the toolbox is flexible, following the emerging needs of the different context. As mentioned above, the role of academia, researchers and experts it's pivotal to help and support the organization.



THE CONTEXT

Create a welcoming and open atmosphere to allow each participant to share their experiences and express their thoughts. Remember, the role of public administration as a facilitator guides and supports participants in expressing their views and considerations. Listening and active participation are the key ingredients for developing a positive workshop environment. To start the workshop and ensure the exploration of the NEB topic is useful and effective, it is advisable to make everyone feel “at ease”. This can be achieved through an introductory activity (examples below). It is recommended that all participants are in attendance, but the activity can also be conducted if some are connected remotely.

Activity 2.1: Icebreaker or Warm-Up. This activity could help participants get to know each other and create a relaxed, open atmosphere focused on the NEB.

Instructions:

1. Introduction: Explain to the participants that they will each share their name, country/region, and role, and add one word that describes how they are feeling or what they expect from the workshop. The word should be connected to the workshop topic, for example: *“Thinking about the NEB value of sustainability, what word comes to mind?”* Encourage them to be honest and creative. If you wish, write all the words on a poster or a whiteboard. If participants are remote, you can use tools like Mentimeter or Miro to create interactive polls, available online: you can type the question and, by sharing the link with participants, immediately see their responses on a virtual whiteboard.

2. Discussion: After everyone has shared their word, ask participants to elaborate on why they chose their word. This can lead to interesting discussions and help participants connect on a deeper level.

Activity 2.2: Active listening. This active listening activity aims to create collaborative environments and involves fully concentrating, understanding, responding, and remembering what is being said. **Instructions:**

1. Introduction: Explain to the participants that they will be divided into pairs consisting of individuals who do not know each other well. Once paired, the moderator will pose a general question (for example, *“What do you expect from this workshop on the NEB? How can it influence your future activities? What do you think about the value of sustainability in your context?”* Note that the questions should be adapted to the topic of the workshop). Each person will take turns expressing their point of view to the other, who will memorise the keywords and the content of the response.

2. Discussion: Once back in the group, each person will present what they heard from the other. This can lead to interesting discussions and help participants connect on a deeper level of reciprocal understanding.

THE WORKSHOP ACTIVITIES

After creating a friendly environment, it is fundamental to use a variety of tools to promote NEB-creative thinking.

For organizers, it is very important to capture and document all ideas and outcomes during the NEB thematic workshop, as they are useful in the subsequent phase of collecting outcomes.

Remember, each thematic workshop is unique, and the specific planning impact may vary depending on the theme and the objectives of the meeting.

Below are some tailored activities for the NEB workshop focused on the three key values. These activities can be used, combined, and experimented.

At end of each proposed activity, there are some tailored questions to guide the group discussion together with some “overarching questions”.

These are crucial in NEB workshops, as they provide a clear focus and direction for the discussions. Overarching questions can help participants align their thoughts and contributions with the core topic of the thematic workshop. By addressing these broad questions, participants can explore the theme in depth, ensuring that all aspects of the issue are considered. Additionally, encouraging critical thinking and stimulating meaningful dialogue, the overarching questions foster a collaborative environment where innovative ideas can emerge. They provide a guiding framework that helps to keep the workshop on track and ensures that the outcomes are relevant and impactful.

Keep in mind that each workshop should also dedicate time to Q&A sessions, whether experts are invited, or the workshop proceeds autonomously.

- **Workshops with Experts.** In the various thematic workshops on NEB values, different experts can be invited: university professors, researchers, architects, and representatives of associations. In this case, the best solution is to have them present case studies that can then be explored further with contributions from the workshop participants.

- **Autonomous “Internal” Workshops.** Even in workshops where only project partners are participants or no external interventions are planned, the Q&A session is particularly important. It is the moment when questions can arise that can be answered with the support of the Advisory Partner (if present) or explored in subsequent workshops.

TW1 - NEB VALUE OF SUSTAINABILITY

Objective: This workshop aims to align participants’ knowledge on NEB sustainability. After a brainstorming session to collaboratively design sustainable urban spaces, participants are asked to identify sustainability goals that can help carry out the NEB project throughout its course. **Instructions:**

1. Small Group Formation

2. **Assign Each Group a Specific Urban Space** (e.g., park, public square, residential area). The assigned space can be an actual space within the municipality or an “invented” space.

3. Setting SMART Goals Tool

- Each group sets SMART goals for their project using the provided template.
- Ensure goals are Specific, Measurable, Achievable, Realistic, and Time-bound.

4. Design and Planning

- Groups create a detailed plan for their urban space, including sketches or models (drawings, etc.). It's possible to focus on a specific area of the city, especially if the activity is conducted within the municipality with its stakeholders.

5. Presentations and Feedback

- Each group presents their design and SMART goals to the rest of the participants.
- In the feedback session, other groups or experts involved in the workshop can ask questions and provide constructive feedback. In this section, it's possible to use the template of "Ambition" evaluation on sustainability, provided in then NEB Compass and presented below with some specifications, to identify if the "elaborated" project is effectively NEBist.

Goal Component	Description
Specific	Clearly define the goal. What exactly do you want to achieve as a local public administration? <i>Example: Design a sustainable park that includes a community garden, playground, and walking paths.</i>
Measurable	Determine how you will measure progress. What metrics will you use? <i>Example: Increase green space by 20% and reduce waste by 30% within the first year.</i>
Achievable	Ensure the goal is realistic. Do you have the resources and capabilities to achieve it as a municipality? If not, try to share resources and funding opportunities. <i>Example: Collaborate with local organizations and volunteers to implement the design. Ask for help to analyse the legal barriers and overcome them.</i>
Realistic	Make sure the goal is relevant. Does it align with the overall objectives? <i>Example: Ensure the design is cost-effective and can be maintained by the community.</i>
Time-bound	Set a deadline. When do you want to achieve this goal? <i>Example: Complete the design and initial implementation within six months.</i>

S-M-A-R-T Goals Template



Sustainability “Ambitions” – I, II, III

	Guiding questions (examples, more questions can be found in the NEB Compass (Values, p. 9))
AMBITION I “to repurpose”	In this idea have natural resources been preserved? How does the project impact on the environment? Is it possible to re-use?
AMBITION II “to close the loop”	Does the idea/the project take into account the circular economy principles? How? Are you able to provide waste management?
AMBITION III “to regenerate”	Does the idea/the project give back more than it takes? What is the idea of regeneration?

Overarching questions: *What are the legal barriers which can obstacle the project's realisation? Are there best practices or any examples in other participant's countries?*

TW2 - NEB VALUE OF AESTHETIC AND BEAUTY

Objective: This workshop aims to align participants' knowledge of the NEB aesthetic and beauty value. Equipping participants with practical knowledge on how to integrate the concept of beauty into urban planning and community projects is a key factor for successful NEB projects. The advice is to conduct activities that always involve discussion first in small groups and then in an open discussion.

Instructions. “Creating Group Guidelines”:

- 1. Open discussion among participants:** everyone should report a personal conception of beauty in cities (e.g. clean, green, historical buildings, fight against degraded neighbourhoods, etc.). Take notes of the main concepts on Post-it and leave them available for all.
- 2. Small group formation:** Each group will develop a set of practical guidelines for integrating diverse conceptions of beauty into local urban planning tools and procedures. The guidelines should consider legal, cultural, and practical aspects. Use flip charts to outline the guidelines and prepare for the presentation.

3. Presentation of Guidelines and feedback:

Each group presents their guidelines to the rest of the participants. Group discussion – guiding questions:

- What common themes emerged from the different groups' guidelines?
- How can municipalities collaborate to address legal and cultural challenges?
- What practical steps can be taken to ensure that diverse conceptions of beauty are integrated into urban planning?

In this section, it's possible to use the template of NEB "Ambition" evaluation on beauty and aesthetic value, provided in the NEB Compass and presented below with some specifications, to identify if the elaborated guidelines could effectively pursue NEB aesthetic value.



Beauty-aesthetic "Ambitions" – I, II, III

	Guiding questions (examples, more questions can be found in the NEB Compass (Values, p. 9))
AMBITION I "to activate"	Are the proposed guidelines able to reactivate the mental and physical well-being of people? Do the proposed guidelines reflect the identity and particularities of the place?
AMBITION II "to connect"	Do the proposed guidelines allow reconnecting with nature? Does it offer the opportunity to interact with the environment with all senses?
AMBITION III "to integrate"	Do the guidelines make people reimagining the place they live? Are they able to transform everyday lives?

Overarching questions: *Are there legal provisions which can obstacle the implementation of beauty-aesthetic value? How do different cultural contexts influence the conception of beauty? What practical steps can be taken to ensure that diverse conceptions of beauty are integrated into urban planning?*

TW3 - NEB VALUE OF INCLUSIVITY

Objective: The workshop aims to align the knowledge of the NEB social inclusion value among participants. This value is very delicate because its understanding allows for projects that can achieve social justice, reducing the gap between different population targets. In these activities, the public administration plays a very important role, as examples of systematic collaboration between the public and private sectors can be realised through its tools and policies, going beyond isolated case studies. After a group discussion on the social inclusion tools available to various local public administrations, participants can proceed with a group role-playing activity. This activity helps identify the critical issues to overcome and the challenges to address to implement NEB social inclusion projects.



Empathy map template.

Instructions. “Empathy Mapping for Social Inclusion”

1. **Open discussion.** Let the participants discuss the social inclusion tools that local authorities and municipalities usually use. Then, provide an overview of empathy mapping and how it can be used to gain insights into the experiences of different populations.

Highlight the key components of an **empathy map:** Think & Feel, See, Hear, Say & Do, Pain, and Gain.

2. **Group formation.** Assign each group a specific target population (e.g. immigrants, homeless, elderly aged people, families with children, young people, etc., see below). Each group will create an empathy map for their assigned population, following template below. Groups can also use sticky notes to write down their ideas and place them on the empathy map.

Think & Feel	See	Hear	Say&Do	Pain	Gain
<p>What are their major worries and aspirations?</p> <p>What are their hopes and dreams?</p> <p>What are their fears and frustrations?</p>	<p>What do they see in their environment?</p> <p>What do they observe in their daily lives?</p> <p>Who are their friends and influencers?</p>	<p>What do they hear from others (friends, family, media)?</p> <p>What are the key messages they receive?</p> <p>Who are the key people they listen to?</p>	<p>What do they say in public?</p> <p>How do they behave in different situations?</p> <p>What are their attitudes and actions?</p>	<p>What are their main challenges and barriers?</p>	<p>What are their goals and needs?</p>

Below are some examples of target population and role-play, to guide the activity.

Elderly Individuals: Consider the challenges and needs of older adults, such as accessibility, social isolation, and health care.

People with Disabilities: Think about physical, sensory, and cognitive disabilities and how inclusive design can improve their quality of life.

Migrants and Refugees: Reflect on the experiences of those who have relocated, including language barriers, cultural integration, and access to services.

Low-Income Families: Consider economic challenges, housing affordability, and access to education and healthcare.

Minorities: Think about issues of acceptance, discrimination, safety, and equal rights.

Youth and Children: Reflect on the needs of younger generations, including education, recreational spaces, and future opportunities.

Rural Residents: Reflect on the differences in access to services, transportation, and opportunities compared to urban areas.

Homeless Individuals: Consider the immediate needs for shelter, food, and healthcare, as well as long-term solutions for stability and inclusion.

3. Presentation of empathy maps and feedback. Each group presents their empathy map to the rest of the participants.

Social inclusion “Ambitions” – I, II, III

	Guiding questions (examples, more questions can be found in the NEB Compass)
AMBITION I “to include”	Can the challenges be fought through an equally accessible guarantee?
AMBITION II “to consolidate”	Can the insights of the map help public administrations to realize social justice?
AMBITION III “to transform”	Is it possible to elaborate tools that promote a new way of living together?

Overarching questions: How can these insights inform policies and initiatives to enhance social inclusion and participation? How can empathy mapping be used in future projects to better understand and address the needs of diverse populations? What practical steps can be taken as local public administrations to address these challenges?

Group discussion – guiding questions:

- ✓ What common challenges and barriers were identified across different groups?
- ✓ How can these insights inform policies and initiatives to enhance social inclusion and participation?
- ✓ How the insights gained from the empathy maps can be translated into practical actions?

It’s possible to use the template of NEB “Ambition” evaluation on social inclusion value, provided in the NEB Compass and presented below with some specifications, to identify if the elaborated guidelines could effectively pursue NEB social inclusion value.

B.3. OVERALL GUIDING QUESTIONS FOR DISCUSSION AND VISION

In each NEB workshop and for each NEB value, it is also possible to guide the discussion on the related Thematic Axes, Working Principles and the recent NEB Investment Guidelines. They are strategic for guiding, monitoring, and executing NEB projects.

Promote a deeper understanding of NEB to inspire innovative solutions (from lessons learned and real examples) and build a collaborative community committed to creating a better future. Indeed, fostering discussions on NEB Thematic Axes, Working Principles, and Investment Guidelines is beneficial for several reasons.

Comprehensive and Clear Understanding: participants gain a deeper understanding of the NEB's vision, which integrates sustainability, inclusivity, and aesthetics. This holistic view is essential for meaningful engagement and contribution.

Fostering Collaboration and Innovation: Discussing these issues encourages collaboration among participants. It creates a common language and set of values that facilitate effective communication and teamwork.

Ensuring Relevance and Critical Thinking: By focusing on the NEB Thematic Axes, Working Principles and Investment Guidelines, the discussions and outcomes of the workshop are more likely to be relevant focused, impactful, and realistic. These topics might help to address real-world challenges and opportunities within the NEB framework.

B.3.1. EXPLORING THE NEB WORKING PRINCIPLES

As known, the NEB initiative is underpinned by a set of Working Principles that guide its implementation: participatory process, multi-level engagement, and transdisciplinary approach. Each working principle raises important legal and regulatory considerations to be discussed and addressed.

Below, possible guiding questions to discuss the Working Principles in workshops are provided, using also the three levels of ambition elaborated by the NEB Compass and tailored here (see NEB Compass, p. 13). These questions aim to generate critical reflections on how policies can either enable or hinder the successful application of these principles in urban development and design.

<p>Working principles</p>	<p>Participatory Process</p> <p>The participatory process emphasizes the inclusion of all stakeholders in decision-making, creating a sense of ownership and shared responsibility for outcomes.</p>			<p>Multi-level engagement</p> <p>This involves collaboration across different governance levels, from local to international, ensuring that policies and initiatives are coherent and mutually reinforcing</p>			<p>Transdisciplinary Approach</p> <p>The transdisciplinary approach encourages collaboration across various disciplines, integrating diverse perspectives to address complex societal challenges</p>		
<p>Guiding Questions</p>	<p>AMBITION I – “to consult”</p>	<p>AMBITION II – “to co-develop”</p>	<p>AMBITION III – “to self-govern”</p>	<p>AMBITION I – “to work locally”</p>	<p>AMBITION III – “to work across levels”</p>	<p>AMBITION III – “to work globally”</p>	<p>AMBITION I – “to be multidisciplinary”</p>	<p>AMBITION II – “to be interdisciplinary”</p>	<p>AMBITION I – “to be beyond disciplinary”</p>
<p>Examples</p>	<p>What are the minimum requirements for public participation in your country? Are possible stakeholders involved? Who might be excluded?</p>	<p>Does the decision-making phase participate? What are the means and legal tools to ensure the co-creation mechanism with citizens?</p>	<p>Do possible future perspectives and trade-offs exist? What are the public administration’s means to ensure this self-government assessment?</p>	<p>Are there legal structures for multi-level governance in your region? How a “place-based” approach could be defined in the different contexts?</p>	<p>How is it possible to reach networks and institutions? What are the main different scales that can be affected by the NEB in different contexts?</p>	<p>Which is the transformative impact to reach? What are the main challenges and legal barriers? Is it possible to overcome them?</p>	<p>Does the project example/the policy implementation etc. go beyond a single discipline? How the possible networks can be built (architects, urbanists, academics, public administrations, local stakeholders..)</p>	<p>Is the communication integrated? How it’s possible to manage it?</p>	<p>What about citizens’ knowledge and involvement?</p>

B.3.2. EXPLORING THE NEB THEMATIC AXES

Setting clear goals, contexts and benchmarks could make it easier to measure the impact of various NEB-related projects and initiatives. The discussion on the different Thematic Axes with the questions provided below could make projects more reliable and focused.

B.3.3. NEB INVESTMENT GUIDELINES: KEY ISSUES.

Recently, the EU Commission has provided a framework for both public and private investments to support projects that promote NEB-oriented investment for climate neutrality, urbanization, and accessibility (see Commission Staff Working Document, New European Bauhaus Investment Guidelines, 29th July 2024, Ares(2024)4318756). The key components are provided below, and it may be useful to take them into account during the discussion.

Reconnecting with Nature	Regaining a Sense of Belonging	Prioritising the Places and People that Need it Most	Fostering Long Term, Life Cycle and Integrated Thinking in the Industrial Ecosystem
<p>How can we design spaces that bring people closer to nature?</p> <p>What are some innovative ways to incorporate natural elements into urban environments?</p> <p>How can reconnecting with nature improve mental and physical well-being in our communities?</p>	<p>What design elements can help foster a sense of community and belonging?</p> <p>How can we create inclusive spaces that reflect the diverse identities of our community members?</p> <p>In what ways can architecture and design help people feel more connected to their surroundings?</p>	<p>How can we identify and prioritize areas and communities that would benefit most from NEB initiatives?</p> <p>What strategies can we use to ensure that our projects are accessible and beneficial to underserved populations?</p> <p>How can we measure the impact of our projects on these prioritized communities?</p>	<p>How can we promote sustainable practices throughout the entire lifecycle of a project?</p> <p>What are some examples of integrated thinking that have successfully addressed environmental and social challenges?</p> <p>How can we encourage industries to adopt long-term, sustainable approaches in their operations?</p>

KEY COMPONENTS OF NEB INVESTMENT GUIDELINES:

1. Concrete Recommendations: Offers planning and design solutions, technological solutions, public engagement approaches, and alternative operation models. Aims to shape high-quality projects that reflect NEB values and principles.

2. Focus Areas: Targets investments in buildings, open spaces, and neighbourhoods. Provides best practices and quality guarantees to ensure projects are sustainable, inclusive, and aesthetically pleasing.

IMPORTANCE IN A WORKSHOP:

Alignment with NEB Values:

- Discuss how the guidelines ensure that investments contribute to creating sustainable, inclusive, and beautiful living environments.
- Highlight the importance of integrating design, culture, art, science, and technology in investment projects.

Clarity and Practicality:

- Emphasize the clarity and comprehensiveness of the guidelines, making them accessible and practical for various stakeholders.
- Discuss potential challenges and solutions for implementing these guidelines.

Stakeholder Impact:

- Explore how the guidelines impact different stakeholders, including communities, businesses, and policymakers.
- Discuss ways to ensure that the guidelines benefit all groups equitably.

Innovative Ideas:

- Encourage participants to think about innovative ideas and best practices that can be incorporated into investment projects.
- Discuss how the guidelines can foster creativity and innovation in the built environment.

B.4. ON-SITE VISIT AND OVERALL TOOL PROPOSAL

B.4.1. "ON-SITE VISIT"

An activity that is always useful to accompany the NEB thematic workshop is the possibility of seeing concrete examples of areas in the city, properties, or spaces where urban regeneration projects are being implemented or where there are plans to carry out NEB-related projects. The analysis of the case studies should be preceded by an explanation of the project (if ongoing) or the current state of the art, guided by open questions from the workshop participants and some questions that can help the discussion (you can use the guiding questions).

The on-site visit activity is designed to immerse participants in real-world examples of NEB values and principles. This activity involves visiting a location that exemplifies the integration of sustainability, inclusivity, and aesthetics in its design and operation. The visit aims to provide participants with a tangible understanding of NEB concepts and inspire them to apply these principles in their projects.

Goals:

- To observe and analyze how NEB values are implemented in a real-world setting
- To facilitate discussions on the challenges and successes of integrating NEB principles
- To inspire participants to incorporate NEB values into their work.

Location: Choose a site that exemplifies NEB values, such as a sustainable building, an inclusive public space, or a community project that integrates art and technology.

PRE-VISIT QUESTIONS	DURING THE VISIT	POST-VISIT DISCUSSION
<p>What are the key NEB values and principles you expect to see during the visit?</p> <p>How do you think the site integrates sustainability, inclusivity, and aesthetics?</p> <p>What specific aspects of the site are you most interested in learning about?</p>	<p>How does the design of the site reflect NEB values?</p> <p>What innovative solutions have been implemented to enhance sustainability</p> <p>How does the site ensure inclusivity for all community members?</p> <p>What role do art and culture play in the overall design and functionality of the site?</p> <p>How does the design of the site reflect NEB values?</p> <p>What innovative solutions have been implemented to enhance sustainability?</p> <p>How does the site ensure inclusivity for all community members?</p> <p>What role does art and culture play in the overall design and functionality of the site?</p>	<p>What were the most striking examples of NEB principles you observed?</p> <p>What challenges did the site face in implementing NEB values, and how were they overcome?</p> <p>How can the insights gained from this visit be applied to your projects?</p> <p>What additional resources or support would help you integrate NEB principles into your work?</p>

Activity: “Challenges and Solutions” - in pairs/group activity during the visit. Participants are divided into small groups. The goal is to identify at least a challenge and its solution, to practically implement the NEB project.

Examples:

Challenge: Balancing sustainability with cost constraints. **Solution:** Implementing phased upgrades and seeking funding from green initiatives.

Challenge: Ensuring inclusivity in a diverse community. **Solution:** Conducting community consultations and incorporating feedback into the design process.

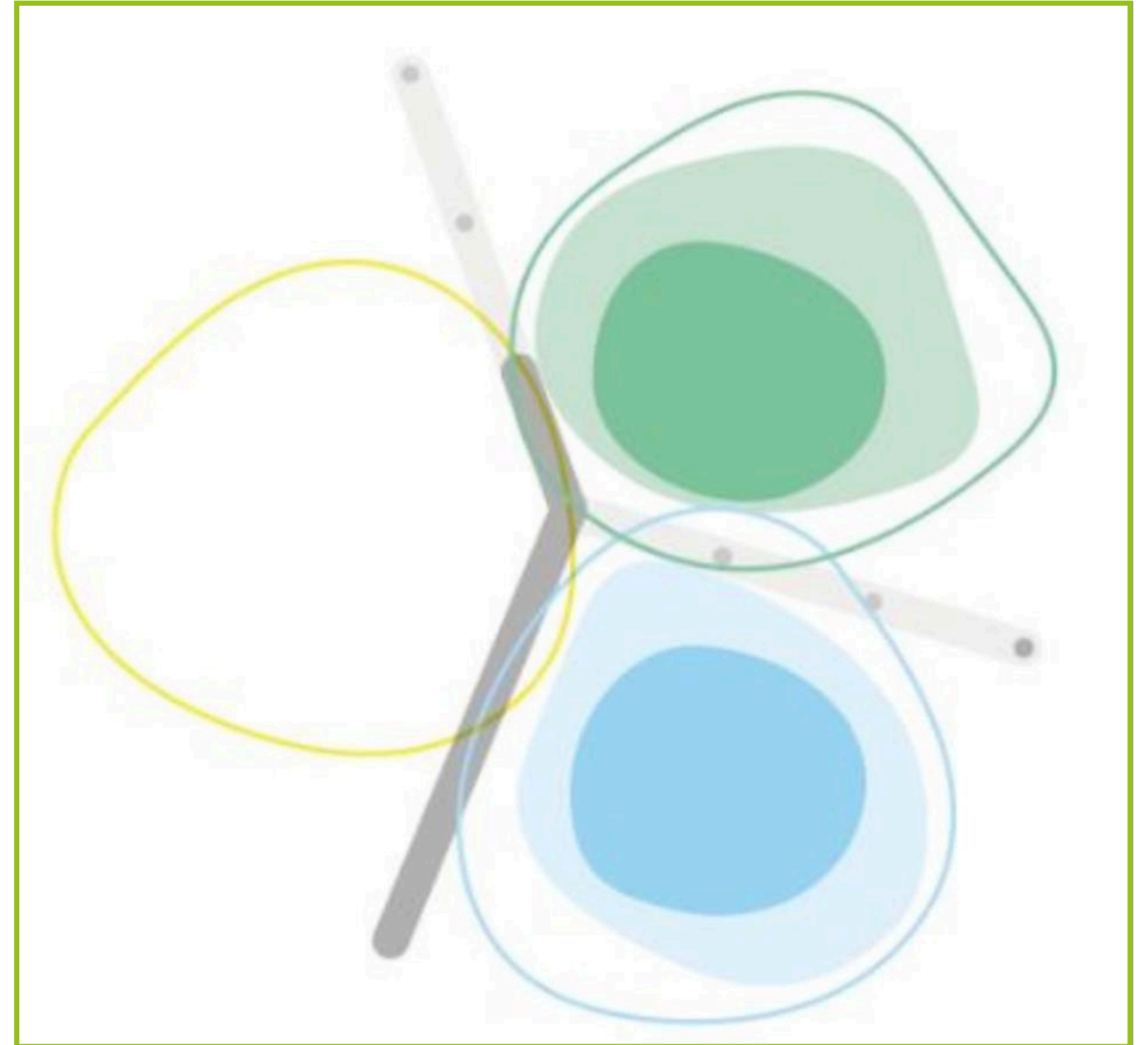
Right after, organize a briefing session to share insights and perspectives.

B.4.2. THE “NEB FLOWER”

As also mentioned in the NEB Toolbox, fully understanding the meaning of the NEB means understanding the intersection of NEB values and principles, applied in different contexts.

In this regard, after the workshop activities, it could be useful for each participant to sketch their own NEB flower, according to the scheme provided below. The NEB flower becomes an important personalized graphic representation to reproduce in their organizations, to help focus on the guiding principles of each project.

The circles in yellow, green and blue represent the values, and the grey bars are the Working Principles.



Source: NEB Compass, p. 7

SECTION 3

C.1. HOW TO UNDERSTAND NEB: MAIN TAKEAWAYS

The main findings of the thematic workshops are usually based on the activities conducted and the experts' presentations, useful for developing and implementing reasonable policies and policy learning strategies. The activities help identify practical steps and face challenges that can be applied in real-world scenarios to enhance social inclusion, sustainability, and beauty in urban planning.

By collaborating with academia, partners and stakeholders, these findings can be further developed and promoted, ensuring that the policies are well-researched and grounded in academic expertise, even beyond the single goal of the workshop. The collaborations can also provide additional resources and support for municipalities to implement the proposed initiatives effectively.

The **New European Bauhaus Map** is another invaluable tool designed to support municipalities in their journey towards more inclusive, sustainable, and beautiful spaces. The map is available at https://new-european-bauhaus.europa.eu/about/dashboard_en

The map serves as a comprehensive resource to:

Identify Projects: Discover the number of New European Bauhaus projects in your country.

Understand Case Types: Learn about the different types of projects and their specific focus areas.

Compare and Discover Best Practices: Use the map to compare various initiatives and uncover best practices that can be applied to your projects.

Municipalities can leverage the NEB Map to gain insights (understand the landscape of ongoing projects and their impact), foster collaboration (connect with other municipalities and project leaders to share knowledge and experiences), enhance planning (use the insights gained from the map to inform and improve local planning and development strategies). By utilizing the NEB Map, municipalities can ensure they are at the forefront of innovative and inclusive urban development, fostering environments that are not only functional but also beautiful and sustainable.

At the end of the workshop, organisers should summarise the activities and feedback in a brief document with the key points that emerged during the discussions. It's possible to follow these guiding questions for each thematic workshop and value analysed.

1. SUSTAINABILITY:

- What are the main tools that should support sustainable development practices (e.g. green building standards and renewable energy use)?
- Are there any innovative projects and/or strategies to prioritize sustainability and environmental protection?
- Practical examples (if emerged).

2. BEAUTY:

- How does urban planning encourage the preservation of cultural heritage and the integration of aesthetic values in new developments?
- How can zoning regulations be adapted to promote the creation of beautiful and functional public spaces that enhance the quality of life for residents?
- Practical examples (if emerged).

3. INCLUSIVITY:

- How do legal frameworks ensure that urban planning regulations promote accessibility and inclusivity for all community members, including those with disabilities, the elderly, and marginalized groups?

- How local public policies could mandate the inclusion of diverse voices in the planning process to ensure that the needs of all residents are considered?
- Practical examples (if emerged).

C.2. Documentation, evaluation and Follow-Up

As said, conclude each workshop by summarizing key findings and action points it's useful. This activity could help to share the main outcomes with diverse stakeholders, to maintain transparency and involvement.

Moreover, many potential challenges may arise during the implementation phase, and taking notes of the key findings could help to deeply analyse the topic.

Below, a template for a thematic workshop feedback questionnaire to share with all participants is provided. The organization team could also share it through digital tools (Google form, QR Code, etc.) to easily collect feedback.

Workshop Feedback Questionnaire

Thank you for participating in our TW on NEB!

Your feedback is valuable and will help improve future workshops and knowledge on NEB. Please take a few minutes to complete this questionnaire.

1. Overall Satisfaction - How satisfied are you with the overall workshop experience?

Very Satisfied	Satisfied	Neutral	Dissatisfied
----------------	-----------	---------	--------------

2. Content and Relevance - How relevant was the workshop content to your work?

Very Relevant	Relevant	Neutral	Irrelevant
---------------	----------	---------	------------

3. Presentation and Facilitation - How would you rate the quality of the presentations and facilitation?

Excellent	Good	Fair	Poor
-----------	------	------	------

4. Practical Application - How useful were the activities in providing practical guidelines for policy implementation?

Very Useful	Useful	Neutral	Non Useful
-------------	--------	---------	------------

5. Collaboration and Networking - How effective was the workshop in fostering collaboration and networking among participants?

Very Effective	Effective	Neutral	Ineffective
----------------	-----------	---------	-------------

6. Suggestions for Improvement - What suggestions do you have for improving future workshops?

Provide suggestions if you want

7. Additional Comments - Please provide any additional comments or feedback.

Provide comments if You want

“Thank you for your time and input!”

Here is a template for a thematic workshop feedback questionnaire to share with all participants is provided. The organization team could also share it through digital tools (Google form, QR Code, etc.) to easily collect feedback.

By following these guidelines, the thematic workshops will effectively enhance participants and public administration capabilities to embody NEB principles to drive sustainable, inclusive development in their regions and align knowledge, through policy learning and sharing!

SECTION 4

D.1. HOW TO COMMUNICATE NEB TO LOCAL STAKEHOLDERS?

Maintaining transparency, effective communication, and openness with your stakeholders will facilitate progress and motivate additional participants in the realization and implementation of NEB-related projects and planning guidelines.

Stakeholders for NEB-related projects can vary widely: from citizens to public institutions to associations. Each has a different level of information and knowledge about the NEB.

To disseminate information, you can use available online resources and organize engagement sessions with stakeholders, also inviting them to workshop sessions to involve them in activities (e.g., study visits, co-creating sessions, learning-by-doing, etc.).

How to identify possible interested stakeholders?

If you don't know who your stakeholders are, or you want to include more, you can proceed with a "Stakeholders Mapping" Activity.

Activity 4.1. – Stakeholders Mapping

Goal: The goal of this activity is to identify and analyze the key stakeholders involved in or affected by NEB projects or activities.

Identifying Stakeholders: list all potential stakeholders involved in or affected by their specific NEB project. Stakeholders can include individuals, groups, organizations, and institutions. Think broadly and consider stakeholders from various sectors such as government, community, business, academia, and non-profits.

Examples:

Government: Local municipal authorities, urban planners, policymakers.

Community: Residents, neighbourhood associations, and cultural groups.

Business: Local businesses, real estate developers, investors.

Academia: Universities, research institutions, students.

Non-profits: Environmental NGOs, social inclusion organizations, and cultural heritage groups.\

Categorizing Stakeholders: categorize stakeholders based on their level of influence and interest in the NEB project/activity. Categories can include:

- High influence, high interest
- High influence, low interest
- Low influence, high interest
- Low influence, low interest

▪ **Low influence, high interest**

- Residents: They are highly interested in the project's impact on their living conditions but have limited influence over decisions.
- Cultural Groups: They are very interested in preserving cultural heritage but may not have much influence.

▪ **High influence, high interest**

- Local Municipal Authorities: They have the power to approve or reject project plans and are highly interested in urban development.
- Real Estate Developers: They have significant financial influence and are keenly interested in the project's success.
- Academics: They could implement knowledge and support project developments through competencies and expertise.

▪ **Low influence, low interest**

- Students: They may have some interest in the educational aspects of the project but generally have low influence.
- General Public: They might have a passive interest but typically have low influence on the project's outcomes.

▪ **High influence, low interest**

- Policy Makers: They have the authority to create supportive policies but may not be directly involved in the project.
- Investors: They have financial influence but may have a lower day-to-day interest in the project's specifics.

3. **Creating the Stakeholder Map:** draw/write the stakeholders in the appropriate sections of the grid (template below).

4. **Analyzing Stakeholders:** discuss strategies for engaging with each category of stakeholders. Consider questions such as:

- How can we leverage the support of high-influence, high-interest stakeholders?
- What strategies can we use to increase the interest of high-influence, low-interest stakeholders?
- How can we involve low-influence, high-interest stakeholders in meaningful ways?
- What communication methods will be most effective for each stakeholder group?

Use the networks of stakeholders!

All NEB projects are coordinated and related by the EU Commission and monitoring networks. Use these guidelines to implement activities with the different groups and share insights and development!

STAKEHOLDERS' NAME	INFLUENCE ON THE NEB PROJECT	INFLUENCED BY THE PROJECT	LEVEL OF INTEREST
...			
...			

The same structure and activities proposed for project thematic workshops can also be replicated for co-creating workshop sessions with stakeholders. Given the qualifications of the participating stakeholders, it seems more reasonable to identify a narrower topic than the general values of sustainability, beauty, or inclusion typically associated with the NEB (for further examples on NEB-related topics, see Annex 1, Deeper perspectives on NEB-related workshops).

Narrowing the topic can be also useful for creating a tailored workshop on a specific case study, project, or activity to be implemented in the local administration and later exported as a best practice.

It is advisable to engage and keep stakeholders informed from the project's initial phase through meetings (e.g., Stakeholders Meetings, NEBA project), emails, and informational materials to update them on the developments and direction of the NEB study and application in their region.

To summarize, for stakeholders' engagement:

- **Share the invited stakeholders:** Both for dissemination purposes and to create a Community of Practice among the different participants.
- **Encourage active participation:** Through discussions, group work, hands-on, and foresight activities.
- **Utilize co-design and co-creation techniques:** To engage diverse stakeholders.

Remember: Thematic workshops on NEB should also provide networking opportunities, allowing participants to connect with like-minded peers from across Europe!

Conclusion: the versatility of NEB.

These guidelines aim to serve as an “operational manual” with activity proposals to be shared to anyone interested in organizing coherent, useful, and strategic NEB thematic workshops. These workshops should be an important step not only in implementing policies to introduce NEB into planning processes but also in supporting the work of participants beyond the single project's scope.

Many other activities could be developed with local public administrations, although these guidelines provide suggestions for the most suitable tools.

The versatility of the NEB theme and its universality can create new mutually beneficial partnerships, (e.g. between different departments in the organization, or between business-science-public sector, etc.). Sharing information and collecting ideas from stakeholders will play a pivotal role in shaping and identifying topics for future workshops, expanding the project's perspective while considering the unique regional situations of each participant. This comprehensive approach ensures that future perspectives are not only relevant and timely but also tailored to address the specific needs and challenges of each region.

In the dynamic landscape of the NEB, the involvement of academics, professors, and international experts remains strategic. These professionals bring a wealth of knowledge, innovative thinking, and diverse perspectives that are essential for the success of thematic workshops.

Academics contribute cutting-edge research and theoretical frameworks that underpin the principles of the NEB. Their insights help bridge the gap between abstract concepts and practical applications, ensuring that the workshops are grounded in solid academic foundations. Moreover, their experience in education and training enables them to facilitate discussions, encourage critical thinking, and foster a collaborative learning environment. They help translate complex ideas into actionable strategies, making the workshops accessible and impactful for all attendees.

International experts bring a global perspective, enriching the workshops with best practices and innovative solutions from around the world. Their diverse backgrounds and experiences provide a broader context, helping to address local challenges with a global outlook. This cross-pollination of ideas is vital for creating sustainable and inclusive solutions that align with the NEB vision.

For practitioners, the presence of these experts ensures that the workshops are not only informative but also transformative. Their contributions help to inspire, educate, and empower participants, driving forward the mission of the NEB to create beautiful, sustainable, and inclusive spaces.



ANNEXES

ANNEX 1

DEEPER PERSPECTIVES ON NEB-RELATED WORKSHOPS

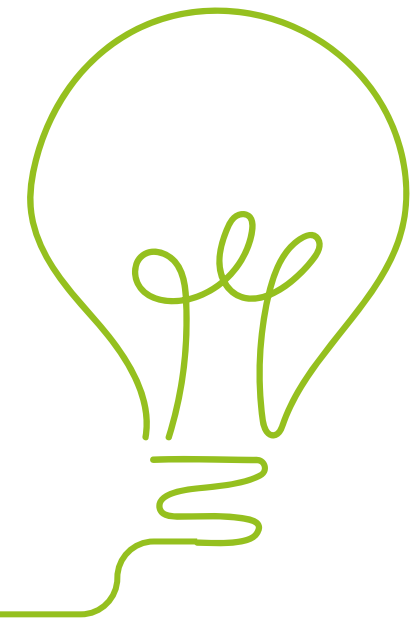
As a starting point for exploring NEB more broadly and from a wider perspective, and to continue reasoning and developing issues even beyond the NEBA project, below are some possible additional areas of discussion and investigation. These topics might be engaged with, questioned, built upon, and enriched with local insights and experiences to contribute to the shared understanding of NEB.

The goal is to foster a rich and nuanced dialogue that will help us grasp the full complexity and potential of NEB (see the State of the Art document elaborated within the NEBA project, forthcoming, December 2024).

All these proposed topics and perspectives are **linked to the main NEB values and principles, and as future innovators, we invite you to accept the challenge and start thinking about how many future strategies can be developed to create a better, more inclusive, more sustainable, and more beautiful future... Together.**

More ideas and topics could come from stakeholders and citizens...

Collect in advance ideas from stakeholders on many other different topics to be analyzed as NEB-related: policy, economic, social, technical, legal and environmental challenges that could be considered



NEB and Sustainability

- NEB and Public Procurement
- NEB and the Re-use of Public Spaces
- NEB and Circular Economy

NEB and Aesthetic and Beauty

- NEB and Beauty in Cities
- NEB and Beauty for Health
- NEB and Urban Regeneration
- NEB and Temporary Uses of Urban Spaces

NEB and Social Inclusion

- NEB and Social Innovation
- NEB and Urban Wellbeing
- NEB and Social Equity
- NEB and Digital Transformation in Public Administrations



1. Connecting the New European Bauhaus with Innovation Procurement and Digital Transformation

The New European Bauhaus (NEB) initiative aims to bridge the worlds of art, culture, social inclusion, science, and technology to create sustainable and inclusive living spaces.

Integrating innovation procurement and digital transformation into NEB projects can significantly enhance their impact and scalability. Below guiding questions for workshop discussions are provided.

Innovation Procurement: A Catalyst for NEB Projects

Innovation procurement involves purchasing goods and services that are not yet available on the market or require innovative solutions. It can drive the NEB's goals by:

1. Encouraging Market Creation: By specifying needs that require innovative solutions, public and private sectors can stimulate the market to develop new products and services.

2. Fostering Collaboration: Innovation procurement often involves collaboration between various stakeholders, including governments, businesses, and research institutions, aligning with the NEB's interdisciplinary approach.

3. Enhancing Sustainability: Procuring innovative solutions can lead to more sustainable practices and products, directly supporting the NEB's environmental goals.

Guiding Questions for discussion:

- How can innovation procurement be leveraged to support NEB projects?
- What are some examples of successful innovation procurement in the context of sustainable design?
- How can stakeholders be encouraged to participate in innovation procurement processes?

Digital Transformation: Enabling NEB's Vision

Digital transformation involves integrating digital technology into all areas of business and society, fundamentally changing how we operate and deliver value. From the NEB perspective, digital transformation can:

1. Enhance Design and Planning: Digital tools like Building Information Modeling (BIM) and virtual reality can improve the design and planning of sustainable living spaces.

2. Improve Accessibility and Inclusivity: Digital platforms can make NEB projects more accessible to diverse populations, ensuring inclusivity.

3. Facilitate Data-Driven Decisions: Using data analytics can help in making informed decisions that enhance the sustainability and efficiency of NEB projects.

Guiding Questions for Discussion:

- What digital tools and technologies can be integrated into NEB projects to enhance their impact?
- How can digital transformation ensure the inclusivity of NEB initiatives?
- What are the challenges and opportunities of implementing digital transformation in NEB projects?

Synergizing Innovation Procurement and Digital Transformation in NEB

Combining innovation procurement with digital transformation can create a powerful synergy that amplifies the NEB's impact. Here's how:

1. Accelerating Innovation: Digital platforms can streamline the procurement process, making it easier to identify and implement innovative solutions.

2. Enhancing Collaboration: Digital tools can facilitate better communication and collaboration among stakeholders involved in innovation procurement.

3. Ensuring Transparency and Accountability:

Digital technologies can provide transparency in procurement processes, ensuring accountability and trust among stakeholders.

Guiding Questions for Discussion:

- How can digital tools streamline innovation procurement processes for NEB projects?
- What are the best practices for integrating digital transformation into innovation procurement?
- How can we measure the success of combining innovation procurement and digital transformation in NEB projects?

The Big Buyers Community: Expanding Knowledge and Understanding

The Big Buyers Community on NEB is a pioneering group that connects sustainable public procurement to NEB principles.

This community aims to:

- **Conduct Desk Research:** To better understand the links between sustainable public procurement and NEB.
- **Focus on Capacity Building:** Raising awareness and developing guidance, recommendations, and best practices for public procurers.
- **Engage in Market Dialogue:** Facilitating discussions between public buyers and the market to promote innovative solutions.

Guiding Questions for Discussion:

- How can the Big Buyers Community contribute to the success of NEB projects in various contexts and municipalities?
- What are the key takeaways from the Big Buyers Working Together Community on NEB that can help to implement values and principles?
- How can public buyers be encouraged to adopt NEB principles in their procurement processes?

3. Connections with Other EU Projects

Several EU projects align with the NEB's goals and can provide valuable insights and resources, useful for discussions and deeper knowledge. Below are some examples:

1. **EIT Community NEB:** This community supports on-the-ground projects that embody NEB values, covering fields like climate, culture and creativity, digital, food systems, urban mobility, and manufacturing. It promotes transformative solutions through start-up development, capacity building, and citizen engagement activities.

2. **Horizon Europe:** This program funds research and innovation projects that align with NEB principles, focusing on sustainability, inclusivity, and aesthetics.

3. **LIFE Programme:** This program supports environmental and climate action projects, providing funding for initiatives that contribute to the NEB's goals.

Guiding Questions for Discussion:

- How can NEB projects leverage resources and insights from other EU initiatives?
- What are the synergies between NEB and other EU-funded projects in terms of public procurement and innovation?
- How can collaboration between different EU projects enhance the impact of NEB initiatives?

Integrating innovation procurement and digital transformation into the NEB initiative can significantly enhance its ability to create beautiful, sustainable, and inclusive living spaces.

By fostering collaboration, leveraging digital tools, and encouraging innovative solutions, we can ensure that NEB projects are not only visionary but also practical and impactful.

Final Guiding Questions:

- What steps can be taken to promote the integration of innovation procurement and digital transformation in NEB projects?
- How can we ensure that these integrations lead to tangible benefits for communities?
- What role can workshop organizers play in facilitating these discussions and implementations?

Recently, the EU Commission published a staff working document on the New European Bauhaus (NEB) Investment Guidelines. This document is a strategic tool to illustrate how public and private investments can integrate the NEB values to transform Europe's built environment (see here). The proposed guidelines and recommendations are crucial for securing funding and helping investors understand qualitative benefits, mitigating costs, and supporting them in implementing projects that would be long-lasting, going beyond purely financial considerations (for guiding questions, see Section 2, B.3.3., p. 28)

4. Learning and Sharing Knowledge through NEB Dashboard Projects

The New European Bauhaus (NEB) dashboard projects offer a unique platform for learning and sharing knowledge, driven by data analysis. These projects harness the power of data to provide insights, foster collaboration, and drive innovation in creating sustainable and inclusive spaces.

Data Analysis as a Learning Tool: The NEB dashboard projects utilise data analysis to uncover patterns, trends, and insights that are crucial for informed decision-making. By analysing data from various sources, participants can identify best practices, understand the impact of different interventions, and develop evidence-based strategies. This analytical approach transforms raw data into valuable knowledge, enabling practitioners to learn from real-world examples and apply these lessons to their projects.

Knowledge Sharing and Collaboration: The NEB dashboard projects facilitate knowledge sharing by providing a centralized platform where data and insights can be easily accessed and shared. This collaborative environment encourages the exchange of ideas, experiences, and solutions among participants from diverse backgrounds. By sharing data and findings, practitioners can learn from each other, avoid common pitfalls, and build on successful strategies. This collective intelligence is essential for driving innovation and achieving the goals of the New European Bauhaus.

Empowering Practitioners: For practitioners, the NEB dashboard projects offer a practical and accessible way to engage with data. The user-friendly interface and visualization tools make it easy to interpret complex data and derive actionable insights. This empowers practitioners to make data-driven decisions, enhance their projects, and contribute to the broader NEB community. By leveraging data analysis, practitioners can continuously improve their work, ensuring that their efforts align with the principles of sustainability, inclusivity, and beauty.

Through data analysis, participants can gain valuable insights, collaborate effectively, and drive forward the mission of the New European Bauhaus. This data-driven approach not only enhances individual projects but also contributes to the collective success of the NEB initiative.

ANNEX 2

OVERVIEW ON MAIN NEB RESOURCES AND DOCUMENTS

Publications

[The New European Bauhaus Initiative](#)

[New European Bauhaus Compass](#)

[New European Bauhaus Toolbox](#)

[New European Bauhaus \(NEB\) dashboard projects](#)

[New European Bauhaus Prizes](#)

[New European Bauhaus Festival](#)

[New European Bauhaus Academy](#)

[NEB National Contact Points](#)

[New European Bauhaus Labs](#)

[New European Bauhaus: A Handbook by Nebula project](#)

[New European Bauhaus Manifesto, ACE, 2024](#)

[URBACT Toolbox \(EU Interreg Programme\)](#)

[SEED Toolbox \(Social Innovation Ecosystem Development, EU programme\)](#)

[COMMISSION STAFF WORKING DOCUMENT New European Bauhaus Investment Guidelines, Ares\(2024\)4318756, 29th July 2024](#)

ANNEX 3

About NEBA and Partners

Lithuania [PUBLIC INSTITUTION LITHUANIAN INNOVATION CENTRE](#)

Lithuania [PANEVĖŽYS CITY MUNICIPALITY ADMINISTRATION](#)

Italy [CITY OF TURIN](#)

Italy [UNIVERSITY OF TURIN](#)

Bulgaria [STARA ZAGORA MUNICIPALITY](#)

Norway [ELVERUM MUNICIPALITY](#)

Belgium [CITY OF GEEL](#)

Ireland [GALWAY CITY COUNCIL](#)

NEBA aims to incorporate the values and principles of NEB into territorial planning processes to maximise benefits for local communities and the environment. As the impacts of climate change become increasingly evident, there is a growing imperative not only to devise environmentally friendly technological solutions but also to ensure the active involvement of citizens and communities in addressing these challenges, thereby promoting social justice and fostering local participation in addressing global issues.



**Interreg
Europe**



**Co-funded by
the European Union**

NEBA