C40 CITIES
CLIMATE LEADERSHIP GROUP

PLAYBOOK

Inclusive Community Engagement

C40 CITIES INCLUSIVE CLIMATE ACTION

C40 CITIES CLIMATE LEADERSHIP GROUP

The C40 Cities Climate Leadership Group, now in its 13th year, connects 90+ of the world's greatest cities which have committed to tackling climate change. We bring mayors from around the world together to learn from each other in reducing greenhouse gas emissions and creating

Resilient, sustainable and inclusive cities. C40 cities represent more than 700 million urban citizens and their economies account for 25% of global GDP. Our 'deadline 2020' report sets out the critical role that the world's major cities have to play in delivering the historic Paris agreement to prevent catastrophic climate change.

CITI FOUNDATION

The Citi Foundation works to promote economic progress and improve the lives of people in low-income communities around the world. We invest in efforts that increase financial inclusion, catalyze job opportunities for youth, and reimagine approaches to building economically vibrant cities. The Citi Foundation's "more than philanthropy" approach leverages the enormous expertise of Citi and its people to fulfil our mission and drive thought leadership and innovation.

ARUP

Arup is the creative force at the heart of many of the world's most prominent projects in the built environment and across industry. They offer a broad range of professional services that combine to make a real difference to their clients and the communities in which they work.

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Terminology

Term	Definition
Age	Chronological grouping based on years lived.
Climate action	Stepped-up efforts to reduce greenhouse gas emissions and strengthen resilience and adaptive capacity to climate-induced impacts.
Community	Any individual or group who has a vested interest/influence in, or is impacted by, the project.
Disability	Persons with disabilities include those who have long-term physical, mental, intellectual or sensory impairments which, in interaction with various barriers, may hinder their full and effective participation in society on an equal basis with others.
Equity	The absence of avoidable or remediable differences among groups of people, whether those groups are defined socially, economically, demographically, or geographically.
Gender and sexuality	The socially constructed characteristics of women and men – such as norms, roles and relationships of and between groups of women and men. Categories can include lesbian, gay, bisexual, transsexual and intersex.
Hard-to-reach	Those groups or individuals within society that are typically under-represented in the engagement process or have limited capacity to be involved
Inclusive climate action (ICA)	The consideration of how people and communities may be impacted by climate change and climate actions, given their wellbeing, prosperity and location in a city
ICA Impact	The equitable distribution of the impact of climate programmes, actions and policies that are part of Inclusive Climate Action.
ICA Process	The process of engaging a wide range of communities and stakeholders in Inclusive Climate Action, with a particular focus on increasing participation and involvement of populations adversely affected by inequality.
ICA Policy	The process of designing and testing the fairness and accessibility of climate programmes, actions and policies that are part of Inclusive Climate Action.
Impact	Effects of climate change and/or climate action on lives, livelihoods, health, ecosystems, economies, societies, cultures, services and infrastructure.
Inclusivity	The practice of including relevant stakeholders and communities, particularly marginalised groups, in the policy-making and urban governance process, in order to ensure a fair policy process with equitable outcomes.
Income level	Grouping or thresholds connected to earnings of labour and/or capital. Categories typically are defined in relation to the local/national economy.
Informality status	Relationship of individuals, households, activities or firms to the formal or informal economy, typically with respect to production, employment, consumption, housing or other services.
Intersectionality	How different aspects of an individual or group's social and political identities overlap and intersect
Migrant status	Refers to the legal and immigration status of a person who changes their place of residence. Categories include locals, expatriates, documented or undocumented migrants, refugees and asylum seekers.
Race and ethnicity	Race is defined as a category of humankind that shares certain distinctive physical traits. The term ethnicity is more broadly defined as large groups of people classed according to common racial, national, tribal, religious, linguistic, or cultural origin or background.
Religion	Religious or spiritual belief or preference, regardless of whether or not this belief is represented by an organised group, or affiliation with an organised group having specific religious or spiritual tenets.
Sex	Sex refers to the biological characteristics that define humans as female or male. While these sets of biological characteristics are not mutually exclusive, as there are individuals who possess both.
SMART targets	Targets for measuring the impact of your engagement strategy that are Specific, Measurable, Achievable, Realistic and Timely.
Stakeholder	In this playbook, stakeholder refers to a person or group selected to be engaged with.

Contents

01 **Introduction and overview**

The Inclusive Climate Action (ICA) programme

Why involve your community in tackling climate change?

Key challenges

Key considerations for decision makers

How to use this resource

02 **Vision setting**

03 **Mapping and analysing**

04 **Design and implementing**

05 **Feedback and evaluating**

06 **Appendix**

The Inclusive Climate Action Programme

Climate change is unfair — it impacts some communities disproportionately. Recent IPCC reports highlight that climate change is already producing dramatically unequal impacts across social groups, and this will worsen if the current emissions trajectory of greenhouse gases remains unchanged.[1] Without inclusive, 'climate-informed' development strategies, climate change could force 100 million people into extreme poverty by 2030.[2] It is clear that some communities are more vulnerable to the impact of climate change than others due to their particular exposure to climate risk. In particular, specific groups such as those in the bottom income bracket, women, the elderly, children, and people with disabilities may have limited coping capacities due to social and economic barriers.

[1]IPCC, 2014. Summary for policymakers. In: Climate Change 2014: Impacts, Adaptation, and Vulnerability. Source

[2]PNAS, Diffenbaugh and Burke, 2019. Source.

If city responses to climate change do not acknowledge and respond to the social and economic barriers that feed inequities and are exacerbated by the climate crisis, Mayors may suffer politically, losing public support and therefore their power to deliver on their wider agenda. Cities must design and deliver climate actions in an inclusive and equitable way to serve all city communities and groups without compromising on economic prosperity.

Whilst each inclusive climate response is designed to answer communities' needs and must respond to local context, geography and culture, there is also a significant opportunity to share learning between cities on how to deliver inclusive and equitable climate action globally.

The Inclusive Community Engagement Playbook has been developed as part of this need to share best practice in inclusive engagement. It is a working resource designed to provide cities with a practical guide to engage their communities in climate action, particularly those hard-to-reach and often excluded groups (e.g. women, minorities, children, elderly, informal workers, migrants).

What is community engagement?

Community engagement is the process of involving the people that live and interact with your city in its development. Those members of the community that should be involved in the practice of engagement are any and all who have an interest / influence in or are impacted by a local plan, policy or action.

Through engagement you should seek to develop a working relationship with your community such that the needs and issues of all parties are understood and can be addressed to achieve positive change.

Why involve your community in tackling climate action?

Inclusive climate action starts with an inclusive process where everyone's voice is represented. This underpins the delivery of equitable climate policies and promotes distribution of their benefits more fairly across the city population. The absence of an inclusive engagement process can worsen the vulnerability of communities through their regular and systematic exclusion from traditional engagement processes related to climate change mitigation and adaptation practices.[3] Vulnerability to climatic events is often high amongst indigenous peoples, women, children, the elderly and the disabled, who face conditions of poverty, persistent inequality and deprivation.[4] Four in ten of the people most vulnerable to climate change are facing socio-economic hardship in some form.[5]

Cities need to identify and engage stakeholders and particularly hard-to-reach groups, so that they can understand and address the root causes and drivers of disproportionate climate risk, and consider how the climate action process can be made more inclusive.

Tackling intrinsic societal inequality can help to address climatic vulnerability

The Paris Agreement recognises the need to put vulnerable groups at the heart of decision making not only as a means to address their vulnerability but also because they can be highly knowledgeable about the adaptation actions that are required – although often lacking the power to see them implemented.[6]

It is crucial that governments seek to actively use local knowledge to support decision-making, otherwise climate policies risk being poorly designed and inappropriate for local people.

Involving the community in policy development through a co-management or design role will also generate individual and social capital by tackling the shared problem of climate change. It builds individual resilience, but also has the potential to build that of their community as individuals can take what they have learned and share it through their formal and informal networks.

Building individual and social capital

Climate change impacts will create a greater potential for crises and will require communities and governments to work together to respond to these threats and 'build back better'.[7] The involvement of communities can also, in part, relieve the financial and political demands on governments by contributing knowledge, skills and capacity to the development of new cost-effective solutions and designs for sustainable urban planning.

Creating space for open and inclusive dialogue can build much needed cohesion with the community to address these crises and challenges,[8] through collaborative actions.[9]

[3] Markkanen, S., & Anger-Kraavi, A., 2019. Social impacts of climate change mitigation policies and their implications for inequality. Climate Policy, 19, 7.

[4] IPCC, 2018. Summary for Policymakers. Source.

[5] CAFOD, 2014. Climate change and vulnerability: pushing people over the edge. Source.

[6] Podesta, J., 2019. The climate crisis, migration and refugees. Source.

[7] UNISDR, 2017. Build Back Better in recovering, rehabilitation and reconstruction. Source

[8] Centre for Public Impact, 2018. Finding a more human government. Source

[9] An example of controversial climate action, may include the reduction of carbon-intensive industries as a means to reduce emissions, which could result in the loss of jobs for workers.

Reducing unintended consequences and building community trust

The actions necessary to keep global warming below 1.5 degrees will be challenging for cities and their communities as they have the potential to create unintended consequences, particularly for low socio-economic groups e.g. the electrification of energy grids could lead to dramatic increases in fuel costs for low-income variable tariff customers.[11]

This is particularly important within cities where there has historically been limited governance, high inequality or corruption. They will need to use innovative citizen participation tools to support democratic transitions, work to include hard-to-reach groups in the development of climate action and strengthen the credibility and legitimacy of government action on climate action.

Changing behaviour

Not only do governments require public consent to implement certain climate policies and actions, but the 1.5-degree target requires significant lifestyle changes from some of the population, particularly in the Global North.[12] Using community engagement to frame climate change actions around shared values can have a greater impact on current behaviour. There needs to be belief in the integrity of the message that city governments are working equally alongside their citizens to develop a safer and more resilient future.

Building community capacity

Working with the community can present challenges for governments due to existing mistrust from local groups and lack of internal capacity. Cities should empower and support their staff in the delivery of any engagement through offering training opportunities.

Encouraging the active involvement of the community within an engagement programme, through co-ownership and design practices, can build capacity, upskill members of the community and enable greater ownership in driving climate action forward.

Complementing government resources

The involvement of the community can also, in part, relieve the financial and political demands on governments by contributing to the development of new cost-effective solutions and designs for sustainable urban planning.[13, 14]

New York's participatory budgeting process, 'myPB', facilitated the allocation of $210 million to 706 community-designed projects over the last eight years.[15] This has led to the improved delivery of local services.

Building public support for innovative practices

The ability of cities to promote and implement action lies in their critical mass of people, that brings with it diversity in culture, knowledge and innovation crucial to developing new ideas for climate change action. Only through involving communities in their work will governments develop the most innovative and impactful climate change actions. Successful collaborations are already taking place in cities across the world.

The city of Paris, France, has recruited thousands of climate volunteers to orchestrate local climate action, including acting as knowledge brokers to their local community promoting responsible environmental behaviour.[16]

[11] Preston, I., 2014. Fuel and poverty: A Rapid Evidence Assessment for the Joseph Rowntree Foundation. Source.

[12] University of Leeds, Arup, & C40 Cities Climate Leadership Group, 2019. The Future of Urban Consumption in a 1.5° C World. Source.

[13] Stott, L., 2018. Co-production. Enhancing the role of citizens in governance and service delivery. Source

[14] Baptist, N., 2019. Public Sector Organizations and Cocreation With Citizens: A Literature Review on Benefits, Drivers and Barriers. Journal of Nonprofit & Public Sector Marketing.

[15] New York City Council, Participatory Budgeting. Available at: https://council.nyc.gov/pb/. [Accessed on 18th August 2019].

[16] Paris, Etre Volontaire du Climat, c'est quoi? Available at: https://www.paris.fr/participez/agir/volontaires-du-climat-agir-face-a-l-urgence-6675 [Accessed on 24th June 2019].

Community engagement in global climate action

Cities are at the centre of both the climate crisis and the search for solutions. Local leaders need to act quickly to protect and provide for all citizens, especially those most impacted by climate change and traditionally least represented in the corridors of power.

Several mayors around the world are already leading the way, committed and engaged in jointly achieving social goals and climate goals with concrete practices on the ground.

Cape Town developed mitigation actions with the community

Cape Town recognised the need for proper insulation in low income communities, to improve the health of local people in the face of colder weather and reduce their energy bills. Following a pilot period implementing two potential approaches, a community feedback survey measured which option had the most impact before taking it forward – leading to a potential 7,400 tons of emissions avoided and safer living conditions.[17]

[17] Inclusive Climate Action – In Practice. Cape Toward renovates for energy efficient homes and healthy residents. Available at: https://cdn.locomotive.works/sites/5ab410c8a2f42204838f797e/content_entry5c4062a4a9b9a4001cefd597/5c42006597ed1c0015f71934/files/Cape_Town.pdf?1547829349 .[Accessed on 28th August 2019].

Barcelona developed climate action plan focused on community co-production to achieve environmental justice

Barcelona published its city Climate Plan in 2018 focusing on achieving environmental justice through community co-production practices. Not only are the climate actions developed inclusive, but they seek to address more systematic issues within society of socio-economic inequality.

This became the focus after studies undertaken prior to the plan's development showed an uneven distribution of the impact of climate change e.g. 10% of the population were experiencing energy poverty.[18]

[18] C40 Climate Leadership Group. Barcelona plans for an environmentally just future. Available at: https://cdn.locomotive.works/sites/5ab410c8a2f42204838f797e/content_entry5c4062a4a9b9a4001cefd597/5c41fe3d5f26f2001943719d/files/Barcelona.pdf?1547828866.[Accessed on 28th August 2019].

Sydney changing environmental behaviour through collaboration

Sydney is developing a number of master plans with accompanying environmental targets as part of its Sustainable Sydney 2030 strategy. These plans were tested and developed through a citizen's panel made up of 30 representative community members. Using a panel allowed the stakeholders to consider the diversity of opinions and experiences of others in relation to the environment and led to a shift in attitudes, with greater consideration of vulnerable groups.[19]

[19] City of Sydney, 2017. Our approach to engaging the community. Source.

Key challenges in engaging citizens in climate action planning

Despite the benefits for cities and their communities in undertaking inclusive engagement in the development of climate change solutions, there are a number of challenges facing governments in planning and implementing effective engagement practices.

Citizens may choose to disengage from the engagement process due to negative previous experiences with their city government which has led to a lack of trust or dissatisfaction. This may include the government failing to effectively use feedback or input provided by their communities through previous engagement.[20]

It may be that community members fear they are unable to provide feedback through an open and honest process, due to a concern of negative repercussions in subsequent government actions.

Others may consider themselves not vulnerable to climate change or actions responding to its impacts, and if they do, that it is a government's responsibility to act on it and therefore would not seek to provide input.[21,22]

Hard-to-reach groups can often face regular and systematic exclusion from the traditional engagement processes related to climate change mitigation and adaptation practices, worsening their vulnerability.[23]

There are numerous factors driving such exclusion including:

- They are not currently recognised within the political systems or structures due to a lack of formal legal recognition
- There are cultural barriers e.g. the government cannot communicate in local languages
- The existence of technological barriers which may prevent certain groups e.g. those from limited economic means or older people from engaging via online tools
- Characteristics of their identity are not protected or not given legal protection e.g. LGBTQI+ or informal or migrant groups.
- The involvement of the community is considered disruptive to the political process[24]

This Inclusive Community Engagement Playbook is a working resource, developed as part of the Inclusive Climate Action (ICA) support programme, designed to provide cities with a practical guide to begin addressing these issues and engage their communities in climate action, particularly those hard-to-reach and often excluded groups.

[20] UK Cabinet Office, 2018. Consultation principles: guidance. Source.

[21] Engineers Journal, 2018. Climate change: exploring a citizen-centric paradigm. Source.

[22] Global Environment Facility, 2016. When It Comes to Fighting Climate Change, Citizen Action Matters. Source.

[22] Global Environment Facility, 2016. When It Comes to Fighting Climate Change, Citizen Action Matters. Source.

[23] Markkanen, S., & Anger-Kraavi, A., 2019. Social impacts of climate change mitigation policies and their implications for inequality. Climate Policy, 19, 7.

[24] Stonewall, The global context for LGBT people. Available at: https://www.stonewall.org.uk/global-context-lgbt-people [Accessed on 5th September 2019].

[25] Menocal, R.A., 2014. What is political voice, why does it matter, and how can it bring about change? Source.

Key considerations for decision makers

Community engagement undertaken by cities should align with the following six core principles. These help to root the processes for the development of climate action practices in genuine engagement with a broad and diverse set of stakeholders, and particularly those adversely affected by climate change and inequality.

1. Always be transparent:
Transparency is a key principle that should be upheld throughout the stakeholder engagement process. From the very beginning, you should clearly communicate to stakeholders the objectives of the engagement process and seek to avoid over-promising actions where possible. This will be crucial to maintaining a positive and constructive long-term relationship.

2. Partner with your citizens to deliver change: The ability of cities to promote and implement action lies in their critical mass of people, that brings with it diversity in culture, knowledge and innovation crucial to developing new ideas for climate change action. Only through involving communities in your work will you develop the most innovative and impactful climate change actions.

3. Successful engagement strategies are diverse and inclusive:
Use a variety of engagement channels to communicate with different audiences, who have varying experiences and needs, whilst ensuring consistent messaging. Geographic location, language, age, sex, race and income and other intersectionalities of an individual or group's identity all need to be considered when designing an inclusive engagement strategy.

4. Engagement is a process, not an end point:
Community engagement should not be seen as a means to an end but should form part of a wider programme of relationship building and co-development practices. You should always be looking to build on previous community engagement and improve the relationship with a community over time. This can be achieved through tracking, measuring and reporting on stakeholder engagement to understand what is effective and what is not working well.

5. Build community capacity through engagement:
Working with the community can present challenges for governments due to existing mistrust. from local groups and lack of internal capacity.

You should empower and support your staff in the delivery of any engagement through offering training opportunities.

Encouraging the active involvement of the community within an engagement programme, through co-ownership and design practices, can build capacity, upskill members of the community and enable greater ownership in driving climate action forward.

6. Deliver with integrity:
Making sure that an engagement strategy is led and delivered with integrity requires you to uphold the key principles of transparency, collaboration and accessibility throughout the engagement process. This can be done through regular evaluation of your approach against the strategy's vision and outcomes, and by being responsive to any issues as they arise.

The Inclusive Community Engagement Playbook

How can it help my city?

This playbook is intended to provide you with practical support to develop a comprehensive and effective engagement strategy.

It can be used by any official across your city departments involved in the process of developing and implementing climate action to reduce emissions or adapting to the impacts from climate change. The principles contained within the playbook are however relevant for any time when you wish to engage your community.

This playbook aims to particularly support cities in reinvigorating the traditional cycles of engagement by presenting an innovative and diverse selection of tools. They are of varying complexity to cater to cities with different needs and capacity.

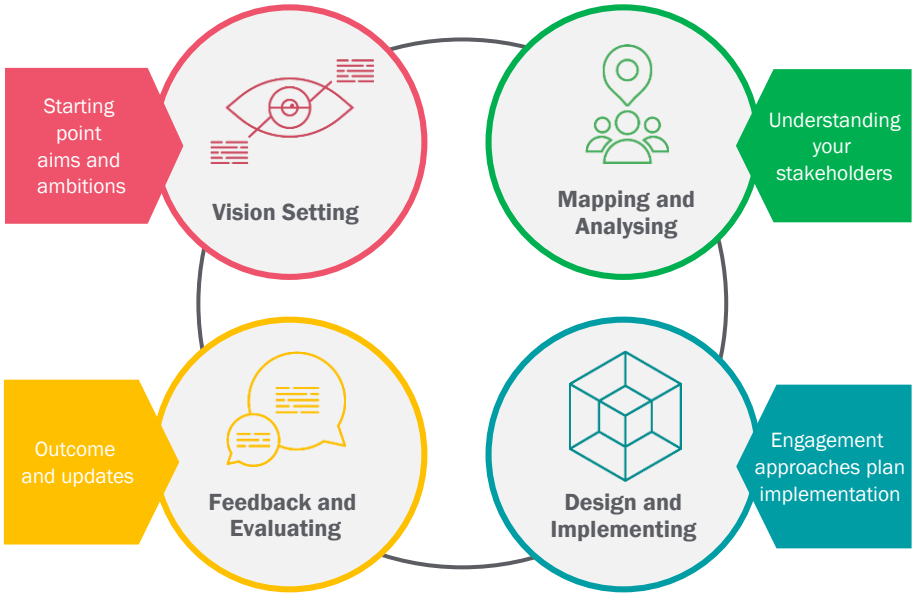
This playbook can be used by cities in a range of scenarios when undertaking climate action planning: at the scoping stage, during planning, design and implementation.

It should be used alongside national, regional and local regulation, as well as the project objectives, to create a tailored engagement approach.

A circular approach

The approach for engagement set out in this resource is based on four core stages that, together, facilitate the development of a bespoke engagement strategy for effective, inclusive and equitable climate action.

The process should not be seen as a one-time approach but a repeated circular process, i.e. the Feedback and Evaluating stage of one engagement process should feed into the Vision Setting of the next – thus helping to build an iterative approach to engagement.



V Vision setting

To develop a vision with measurable objectives that can be tracked and updated throughout the process.

The vision that you will develop should be aligned with the overall vision of the climate policy or plan you are conducting stakeholder engagement for. You should set manageable objectives that are achievable, and that promote inclusivity.

M Mapping and analysing

To identify priority stakeholders, in particular the hard-to-reach, and understand what their interest in or influence on a cities' project may be, and how to effectively communicate with them.

You will only be able to engage hard-to-reach groups if there is an effective process to identify them and understand their needs and vulnerabilities, particularly in relation to climate change. This is the first opportunity for your city to document existing, and where necessary establish, channels of communication with your community to be used throughout the process – a crucial step in ensuring a transparent strategy. These channels can be used for many purposes depending on the strategy vision, from informing the community of a new sustainable transport plan to seeking ideas for co-designing a local community garden.

D Designing and implementing

To select key tools and techniques for the engagement of cities' identified stakeholders.

These tools are not intrinsically inclusive, and it should be noted that the preparation, delivery and follow up after the engagement is vital to ensure that they are successful. Despite presenting a suite of tools, we encourage you to choose only a few to enable a focused and effective strategy. This section will provide support and guidance through top tips, additional notes and focus pages.

F Feedback and evaluating

To help you evaluate the impact of your engagement approach in achieving its objectives and in strengthening relationships between government and the local community.

You will be required to implement a suite of climate actions needing stakeholder engagement approaches to support them. Evaluating each approach will help to strengthen the next one and allow continuous progress against your ambitions on climate action.

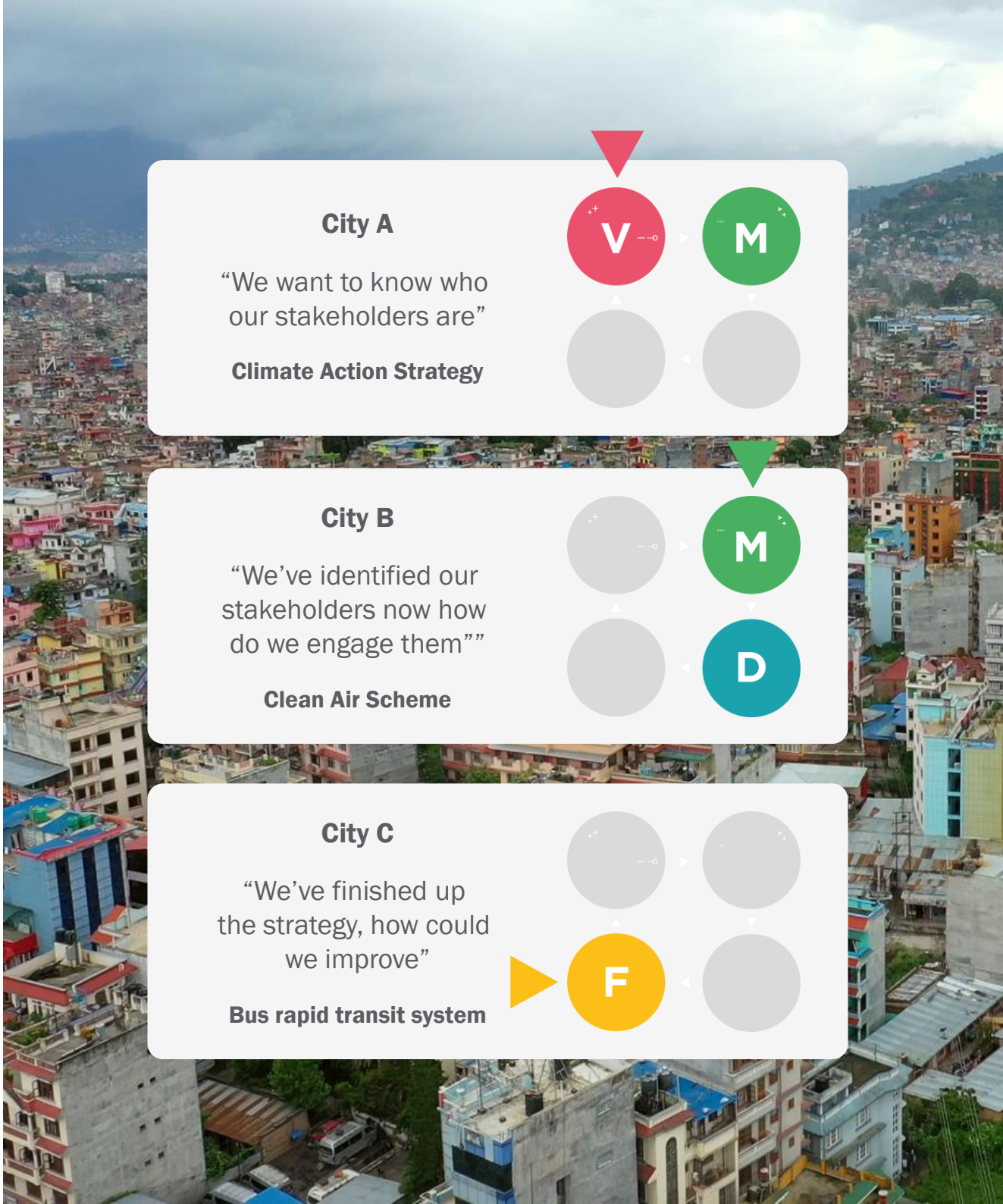
A unique approach

The structure and content of the playbook has been designed to be:

Scalable: It can be applied to small projects as well as comprehensive plans

Flexible: Each of the stages are represented as modules within the playbook. Each module can be used as stand-alone item or combined to develop a complete strategy.

Easy to use: The structure for each module remains consistent throughout to enable easy navigation.



Finding your way around this resource

This resource has been designed to have a consistent structure throughout to aid navigation.

A. Health check

An opportunity to check you are ready to get started with the activities in the module that follows.

B. Key tasks

These are the minimum actions that you should undertake for the module to ensure that you can progress to the next stage of the strategy and achieve your key aims.

C. Stakeholder database

This is a live document that contains all information regarding your stakeholders, and which should be updated throughout the engagement process.

D. Tools table

A summary of all the tools that can be used for that module, it includes an indication of the time, resources and skills required to use each tool, as well as scenarios or groups that the tool would be most appropriate to use with.

E. Tools

Each tool is presented in more detail, specifically outlining: (1) How to use it, (2) Benefits and challenges (3) Case studies/ Focus pages to aid in understanding its application.

F. worksheets

Each tool is supported with either an external example or a ready-to-use template for you to put your learning into practice.

G. Pathways

Indicating the next step that you can take after completing the activities in that module to progress the development of your strategy

H. Case studies

Each module includes a selection of case studies from cities around the world, demonstrating where the engagement tools presented have been used.

When should you use this playbook?

This playbook can be used by cities in a range of scenarios when undertaking climate action planning.

At the scoping stage: prior to implementation to help inform the decision-making process around the selection of an action or project.

During the planning stage: to build political and community support for a policy or action such that it can obtain regulatory approval.

During the design process: to make sure that the action meets the needs of the community.

During implementation: to determine if the plan or policy is achieving its objectives.

What is the time and resource requirement?

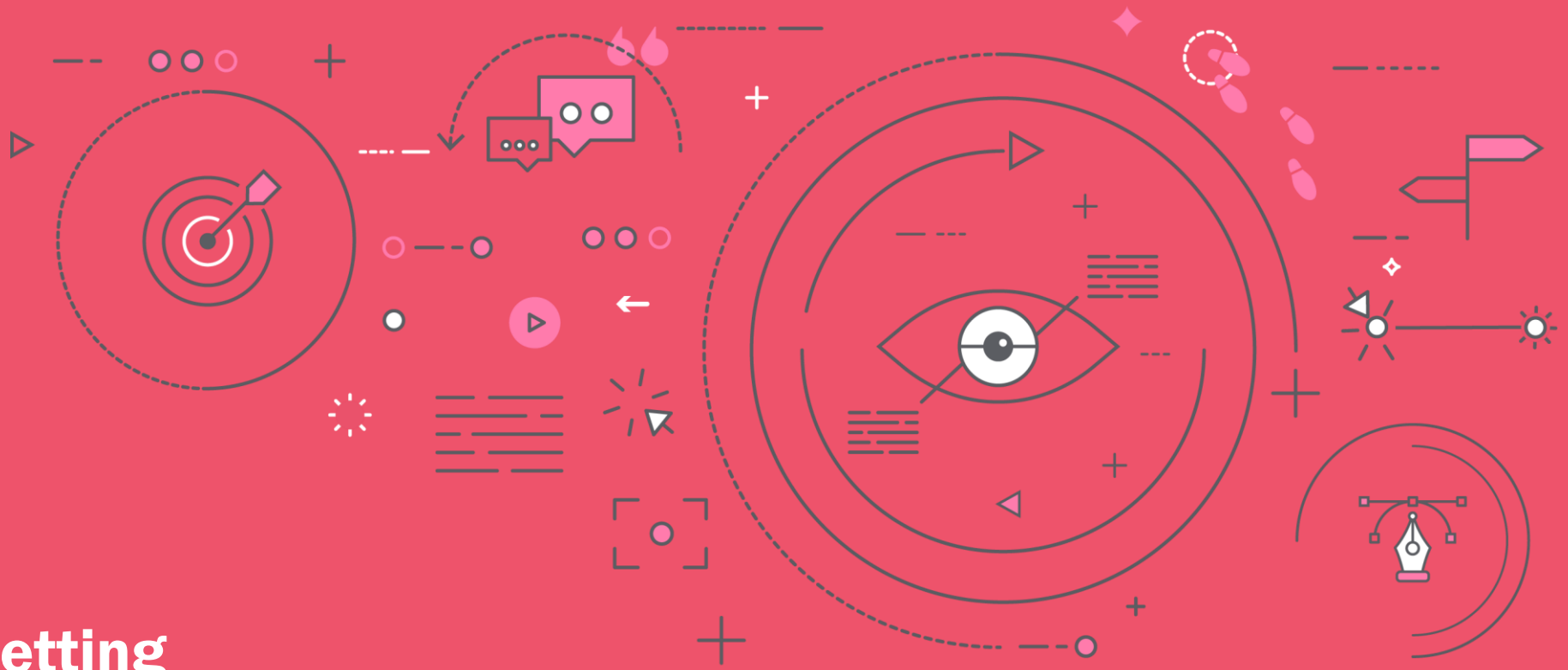
This playbook is designed to be accessible to all cities.

It presents a suite of resources that allow cities to engage to the level that is appropriate considering city capacity. The playbook is intended to be aspirational, to encourage you to build your repertoire of tools over time and build capacity through the use of the tools. We recommend you to focus on using one or two tools in each section as effectively as possible before considering other approaches. You may be able to reduce demands on time through the direct involvement of stakeholders in managing and co-leading the engagement process. This may also support in building a stronger community engagement network.

What are the playbook limitations?

This playbook is a general guidance document to be used and adapted by cities for their context.

It does not seek to provide bespoke recommendations for specific cities or for specific climate actions. You should use the document alongside national, regional and local regulation, as well as the overall project objectives to create a tailored engagement approach.



02

Vision setting

Vision setting is the first step to be undertaken when developing an engagement strategy and sets the agenda for the remaining modules

In this module, you will learn how to:

- [ ] Create your Vision
- [ ] Develop SMART targets to translate your vision into actionable objectives
- [ ] Conduct a self-assessment to determine what engagement activities you can carry out with the resources and time available

Introduction

Setting a climate vision for community engagement

Setting a vision for your engagement strategy is the opportunity to state how community engagement will support more equitable and fair climate action planning.

The vision should align with the wider ambitions of your climate policy, project or plan, and demonstrate an understanding of:

- The importance of conveying a narrative that is meaningful to all groups, especially the ones most likely to feel the impact of a specific action (e.g., what 'creating green jobs or transitional energy solutions' means to workers from traditional fossil fuel industries).
- Creating a shared understanding of climate action to raise awareness of key activities that need to be taken by the wider community to support the delivery of a city's climate goals.
- The value (in terms of knowledge and insight) that could be created by involving key stakeholders in the design process of a policy or project. For example, in the case of a scheme of incentives to promote active travel, key stakeholders could provide useful insights contributing to design measures to mitigate exclusion and maximise benefits.

Introduction

Health check

Before you begin to think about your vision, let's take a moment to see that the key elements are in place (you can check the self-assessment exercise sheet for further indicators)

Y/N	Is there political support for this engagement strategy?
Y/N	Have you established a timeline for the delivery of the strategy?
Y/N	Are there resources in place/ do you need to acquire further support?
Y/N	Has there been a risk assessment undertaken for the project your stakeholder engagement strategy will feed in to?

Not quite ready?
Review with your staff

Introduction

Key tasks

The vision setting stage is to enable you to set a clear objective(s) for engaging your stakeholders, which may include:

- Identifying or prioritising the needs for community planning.
- Developing consensus or feedback on a proposal or plan.
- Informing the decision making of a government group.
- Sharing information about a policy/plan.
- Developing new or collaborative ways to implement/design a policy.
- Reviewing progress on a plan/policy/strategy etc.

Prepare

Gather the background materials you need for your project, including briefing papers, plan proposals or maps.

Establish a timeline of engagement – when is feedback required, how will decisions be taken based on feedback etc.

Identify, evaluate and allocate resources – time, financial and administrative (both in regard to people and the skills those individuals have). The specific tool is presented below.

Identify

Identify local/regional or national standards for engagement e.g. protected characteristics.

Identify existing policies and plans – ensuring coordination between your vision setting and previous ambitions.

Communicate

Establish guiding principles of community engagement, see Principles of Engagement in this report for help.

Introduction

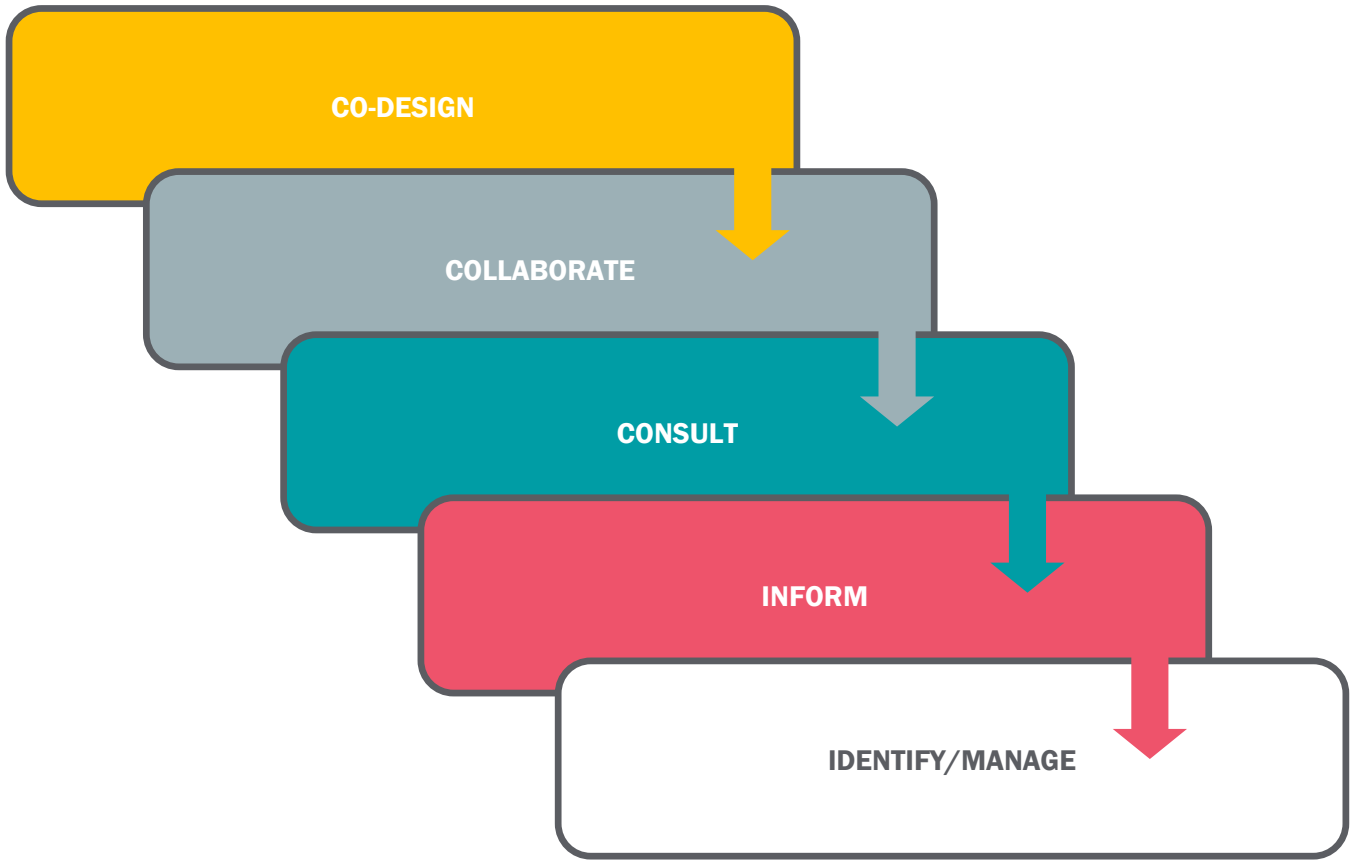
Engagement objectives

The vision setting stage helps you to set a clear objective(s) for engaging your stakeholders, and to understand the level of engagement you want to commit to pursuing.

This will include defining your boundary of engagement and the level of engagement you want to commit to pursuing.

In this stage you should also consider if your objectives cross over with any other engagement strategy so that you can share resources, and outputs, as well as avoiding consultation fatigue.

See the outcome mapping and SMART targets tool for more information.



Introduction

Tools

The tools presented below can assist your city in developing an effective and comprehensive vision. You can use these tools repeatedly throughout the engagement approach to streamline or update your objectives.

Tool	Purpose	Description	Time	Skills	Resource	Worksheet
Outcome mapping	Vision setting	Outcome mapping is a tool to plan your key objectives based on what is in your sphere of influence.				External
Self-assessment	Resource identification	This is a tool to assess the capacity, skills and resources of your government.				
Develop SMART Targets	Measurable vision	This tool allows you to develop measurable targets that can be evaluated against your engagement strategy to determine if your objectives have been achieved.				

Case study

Examples of vision setting

“Our vision is to engage effectively and work collaboratively with residents so that they may influence our priorities and the way we work [....] The four key principles that capture our strategic vision are: supporting social wellbeing, [...]”

City of London Housing Service,
Resident Communications and Engagement Strategy

“The youth engagement strategy aims to bring more youth voices into city planning conversations by: understanding how and when to engage youth on city planning, issues; and, creating a framework that will mobilise a generation to take ownership of and become active on planning issues”

City of Toronto,
Youth Engagement Strategy

“The City of Cape Town strives to create, with our partners, an enabling environment to promote gender equality and empower women internal and external to the organisation to improve their status and quality of life, increase their access to opportunities and their ability to influence political and administrative decision- making processes”.

City of Cape Town,
Women’s Empowerment and Gender Equality Policy Discussion Document

Arup: International Development project

Tools in action

Outcome mapping

This framework helps you to develop your objectives and focus on what you have the potential to change in terms of behaviour, relationships, and the actions of you and your community.

How do I use it?

Gather together relevant government department representatives or other stakeholders that either have a stake or an interest in your engagement efforts (see notes for examples).

Develop your vision and objectives through a workshop scenario considering the four key questions (see notes for further explanation):

- **Why?**
- **Who?**
- **How?**
- **What?**

From this session write a one-sentence vision that can be introduced at all engagement activities.

How to support these objectives' achievements with measurable targets is further examined in Tool 3: SMART targets

How does this help me?

You can develop a vision that supports the overall project you are hoping to implement and provides tangible benefits.

By thinking about the end outcomes first, you can work backwards to create a clear pathway for achieving these outcomes.

It sets the expectations for the engagement process early on, preventing letting down your community later in the process through unfulfilled expectations.

Be aware of:

It may be difficult to create a clear vision, especially in the early stages of developing a plan when you may just be seeking general ideas rather than targeted feedback

External worksheet:

See example worksheets in this field guide for evaluation from PACT.

Top tip

Keep thinking

It may be that the mapping stage will reveal how you want to engage your stakeholders, but you should set the boundaries of the type of engagement you are willing to commit to e.g. co-design, inform etc.

Reach out

Test the vision on as many stakeholders as possible including partner organisations, external experts and partner government departments.

Case study

Outcome mapping
Connect SF scenario planning process

Why was it used?

The City of San Francisco wanted to upgrade its transport system to make it more equitable, accessible and sustainable. They had an overarching ambition but needed to develop a vision and key objectives.

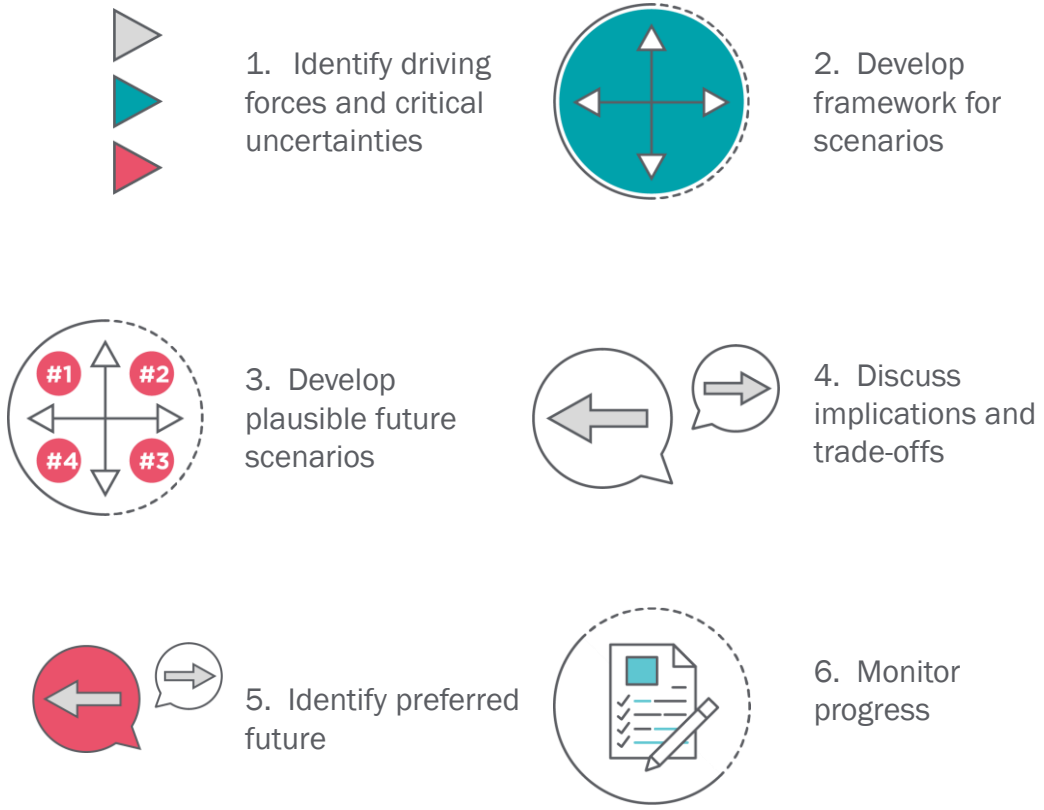
What did they do?

Staff used a scenario planning framework (similar to outcome mapping) to help them think about what the possible future scenarios of San Francisco might be 'to live, work and play in the next 25 and 50 years'.

This fed into a wider outreach process to construct the vision, which included focus groups, online surveys, pop ups, and meetings with community-based organisations. [26]

Influencing factors

The involvement of external stakeholders early on enabled the city to identify potential implications and trade-offs e.g. cost and quality of service and find resolutions that would suit their community. These could then be incorporated into the vision and the eventual objectives.



ConnectSF, Process of creating a vision and objectives

[26] Connect SF, A vision for moving San Francisco into the future. Available at: https://connectsf.org/about/components/vision/. [Accessed on 6th August 2019].

Tools in action

Self-assessment

Self-assessment is a crucial part of beginning an engagement plan to understand your own capacity, to set ownership of different tasks and to identify which engagement activities would be most effective and appropriate.

How do I use it?

There are different ways to approach self-assessment:

1 Internal review

Here, a group of people involved in the planning process are brought together to discuss their capabilities and availability, as well as the strengths and weaknesses with the current process. This will help to set a vision by deciding what the objective of the approach is and whether they have the capability to carry it out.

Even though it may be an internal meeting, having an independent moderator could be useful for more opaque or hard to discuss issues.

2 Peer review

With this method, external reviewers e.g. urban planners or other similar experts can be invited to review the current approach and the challenges being faced, they can also help you to benchmark outputs and outcomes.

Involving partners beyond your immediate department or jurisdiction can not only provide knowledge input but also relieve fiscal capacity constraints.

Whether using internal or peer review, you will need to consider the following elements:

Availability of resources

- The distribution of internal and external resources.
- Developing a simple skill management plan.
- Developing a specialised skill plan if necessary e.g. digital capabilities.
- Outlining an overall budget and the financing approval process.
- Identifying partners and cooperating organisations.
- Identifying long-term permanent staff on the project.

Timeline

Compare your timeline for the engagement strategy with that of the resourcing plan to check you are not short-staffed or lacking support at any point.

Previous engagement

Use your experience of previous engagement activities to work out the resources and time that may be required for the objectives you are looking to achieve.

What were the main challenges your staff faced? These should be fed into the design of your engagement tools.

Link to Worksheet

Tools in action

Self-assessment

How does this help me?

It is crucial to make sure that you have the right resources, staff and time allocated to achieve your objectives.

Conducting a self-assessment and effectively planning your resources can reduce stress on your staff and make sure you have the necessary political support for your ambitions.

Self-assessment can be considered a pilot for external engagement that you will undertake further down the line, and is good practice.

Be aware of:

You may not have the time and resources to conduct all the activities to achieve your objectives that you would like, but this will help you to prioritise.

Your government departments may not commit the same resources to the engagement strategy. An internal review is the chance to open up constructive dialogue and get department representatives to publicly commit to the strategy.

Top tip

Specialist skills

Develop a specialised skill plan if necessary e.g. you may hire a consultant to develop a digital tool, but is there someone that can maintain the platform long-term?

Tools in action

Develop SMART targets

Developing SMART (*specific, measurable, achievable, realistic, and time-bound*) targets is crucial to translate your vision into concrete objectives. The self-assessment process can help in the development of these.

How do I use it?

- Understand the rationale and aims for your plan/policy.
- Develop draft objectives – which may cover:
  - Outputs
  - Uptake e.g. the adoption of a plan or policy.
  - Outcomes and impact
  - Process.
- Identify the priority objectives, depending on time available, resources, project priorities, priority communities etc.
- Undertake a draft data mapping process, to determine if the impact of the objectives can be easily measured, namely, where would the data come from, who would collect it, how would it be collected, is the data quantitative or qualitative?
- Publicise your targets through existing stakeholder engagement channels. Depending on time available you may seek feedback on these targets. Either way you should make these targets/objectives publicly available.

How does this help me?

- Developing these targets will be crucial for the feedback and evaluation process and determining whether there has been impact from the engagement process.
- SMART targets improve the transparency of your engagement approach and can help to build trust and involvement of the community.
- SMART targets increase the likelihood of achieving your vision.
- Clarifying objectives can help to identify stakeholders and manage their expectations.

Be aware of:

- SMART targets can reduce flexibility of the engagement process.
- Communities may be sensitive to being 'reduced' to targets – be sure to publicise the objectives using simple, positive and non-technical language.

Top tip

Be prepared

If you prioritise your objectives it caters for changes or unexpected events in the engagement process.

Integrate

Formalise these objectives by writing them into the other parts of the stakeholder engagement process e.g. timeline, resources and budgeting

Keep track

Revisit the objectives throughout your engagement approach to ensure you are still on track

Link to Worksheet

Tools in action worksheet
Assessment checklist

Instructions

Circle the response in column A, B or C that most closely answers the question. Then count the number of answers in each column to create an assessment of your project's stakeholder engagement requirements. If the responses are evenly spread, the project should be categorised as a medium project by default.

A = Small engagement scope – low resource commitment

B = Medium engagement scope – medium resource commitment

C = Large engagement scope – significant resource commitment

Important note: Small/medium/large does not necessarily represent the number of stakeholders involved or the size of the community or project. It is an indication of how much engagement risk is present and therefore how much engagement strategy and activity may be required.

Criteria	A	B	C
Considering the type and scope of the project, is the budget...	Small	Medium	Large
What level of political risk exists? Is the project an election promise or located in a contentious electorate? Rank the risk according to three levels of government (leave blank if not applicable):			
Federal government	Low/none	Medium	High
State government	Low/none	Medium	High
Local government	Low/none	Medium	High
Has there been any publicity (positive or negative) about this project in the public sphere to date?	None/very little	Some	A significant amount
Has there been any negative publicity or criticism about this project in the public sphere to date?	None	A little	More than a little
Have there been projects of a similar nature, or any other projects that have disrupted the local community, in this same geographical area recently?	Nothing within last 12 months	3 to 12 months ago	Within the last 3 months
What's the estimated duration of the project?	Less than 3 months	3 to 12 months	More than 12 months
What is the potential reputational risk if stakeholder or community engagement is perceived to be unsuccessful?	Low	Medium	High
Will the project require dedicated staff to work on the engagement?	No	Yes – a couple	Yes – a team
What is the geographical scale or impact of the project?	Within a local community (suburb, town)	More than one community / city-wide	State-wide or national
Does being able to complete an effective design for the project require input from community and/or impacted stakeholders?	No	Yes	Yes
What is the overall project risk rating?	Low	Medium	High
Total responses			

Tools in action worksheet
SMART targets

Instructions

Populate the table below to help you develop and keep track of your key targets.

You may only be able to populate the 'Action steps as you move through the 'Mapping' and 'Designing and Implementing' section.

Target/Goal	Action steps	Output	Timeframe	Resources	Review process
To map the location of climate vulnerable stakeholders	Map key stakeholders Build relationship through attending events Conduct mapping exercise with different representative groups	Vulnerability map	1 year	External GIS experts Internal engagement representatives	Regional vulnerability Assessment Framework

Next steps

Your vision

Use this sheet to continue building your stakeholder engagement plan.

Your key objectives

1.
2.
3.
4.
5.
6.

Your team:
[e.g. departments, partner organisations, individuals]

1.
2.
3.
4.
5.
6.

Key Activities

Y/N	Timeline of Engagement.
Y/N	Skills management plan.
Y/N	Budget developed.
Y/N	Training planned / in place.

Next steps

Pathways

Mapping and analysing

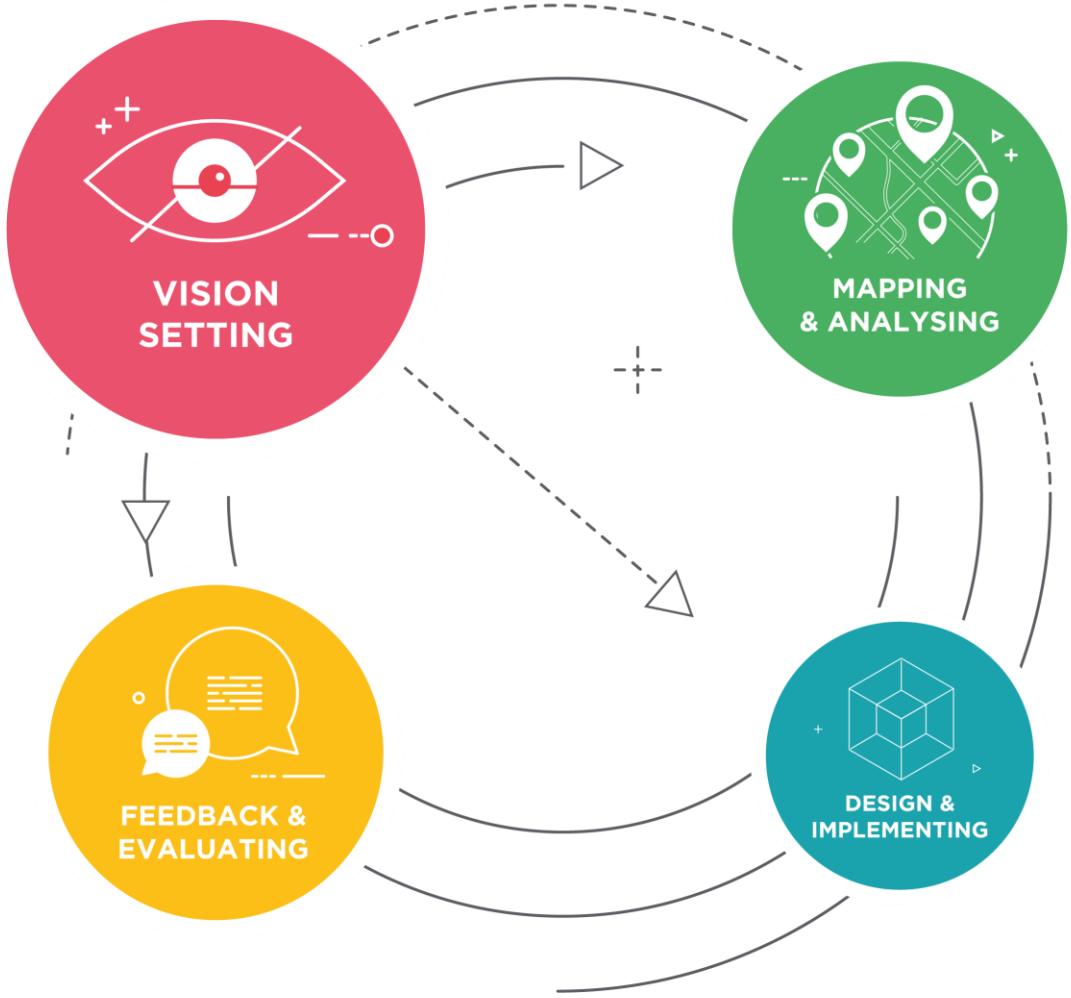
If this is your first stakeholder engagement process, as part of your plan move to the next module to begin mapping your stakeholders.

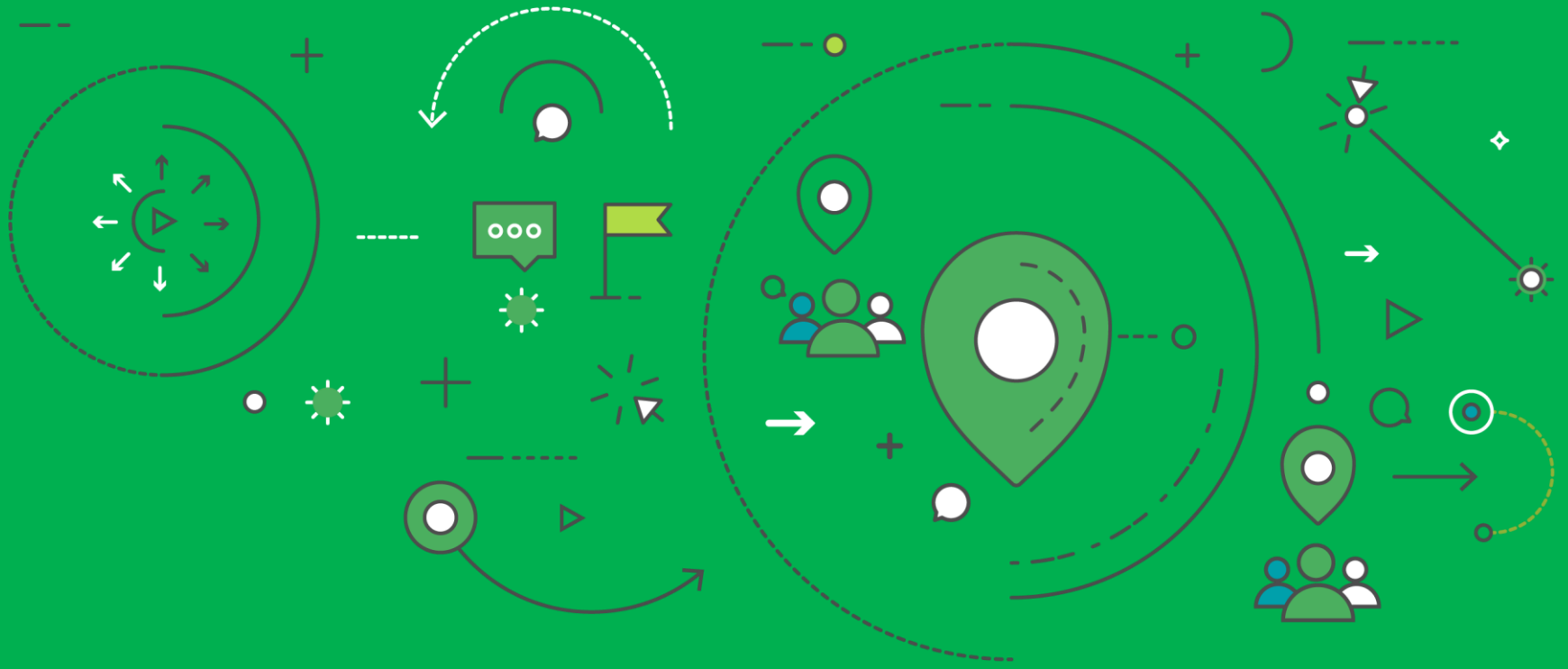
Designing and implementing

Maybe you have already mapped and identified your stakeholders from a previous engagement, but you wanted to develop a new vision for engaging them. Now your new vision has been created and you are already aware of the stakeholders you need to engage, you can move straight to designing your engagement activities.

Feedback and evaluating

Have you just revisited the **Vision setting** section to remind yourself of SMART targets and what your key objectives were? Now you're ready to return to your evaluation activities.





03

Mapping and analysing

Mapping stakeholders is a vital step in developing your engagement strategy process. It is a process of identifying your priority stakeholders, in particular those that are hard-to-reach, what their interest or influence on your project may be, and how you can effectively communicate with them.

In this module, you will learn how to:

- [ ] Identify your community
- [ ] Understand your community
- [ ] Determine how you can reach them

Introduction

Mapping communities for climate action

The purpose of the community mapping is to identify the key stakeholders you wish to engage with, to accomplish your vision.

Community mapping for climate action will require you to re-think traditional categories of exclusion or hard-to-reach groups and think about past interactions of all community groups with similar climate related initiatives. Specifically, policies or measures with the aim of changing behaviour (e.g. fines for improper disposal of food waste) are likely to expand the boundaries of what is typically defined as hard-to-reach i.e. small businesses

Secondly, mapping stakeholders can provide an opportunity to identify the most relevant community members that can help to provide the necessary insights to shape your climate action.

For example, if you are developing a new renewable energy policy you may consider: “Who in your community is not connected to the grid or relies on a variable/pay-as-you go tariff payment methods?”

Identifying who is not connected to the grid can provide you an insight into the inequitable distribution of energy within your city. You may then choose to reach out to these groups via a community leader to understand further how any climate action policy may address this issue as well as providing cleaner energy for the city.

Arup, Siddharth Nadkarny

Introduction

Health check

Before we begin mapping, let's take a moment to check our vision is in place:

Y/N	We have defined priority principles e.g. increase accountability?
Y/N	We have key objectives for our engagement strategy?
Y/N	We have identified the resources we have available - time, financial and skills?
Y/N	We have set milestones for the whole of the engagement process?
Y/N	We have determined the level of interaction with my community – inform, consult etc?

Not quite ready?
Return to Vision Setting

Introduction

Key tasks

There are a number of key steps that you should follow to effectively map your stakeholders.

Identify

Remind your team of the key objectives of the engagement approach

Share lessons learned from previous engagement – what has/has not worked?

Utilise 1 -2 tools to identify your community groups and individuals to engage with, using the table overleaf

Analyse

Conduct internal training, to build the capacity of your staff to better understand the process of exclusion and how groups may become hard to reach.

Utilise 1 – 2 tools to analyse and categorise your stakeholders

Communicate

Attend a broad-range of community-based events to get to know who the residents are and what are their main issues, this will help with the next step

Use 1 tool to unlock how your community interacts with each other, and how you may interact with them

Know your capacity
Select the tools presented in the tool table in line with your capacity, skills and time. (Refer to vision setting and self-assessment exercise sheet)

Responsibility
Make sure staff are assigned to the different steps of the mapping process (this may vary depending on existing relationships)

Be consistent
Develop a calendar of ongoing community events and your own events to share with the community

Build up
If you have the capacity and skills, you can employ more/more complex tools to build a more complete understanding of your stakeholders.

Introduction

Tools

A range of tools can be used to map and understand your community and help you identify key stakeholders.

Each tool has a different time and resources commitment. In case of limited resources, these are the critical tools which should be applied:

- Stakeholder database
- Existing stakeholder mapping
- Interest + Influence matrix
- Social network analysis

Tool	Purpose	Description	Time	Skills	Resource	Worksheet
Stakeholder database	NA	To keep track of the stakeholders you are seeking to engage with, how you will engage with them, and key communication.				
Existing stakeholder mapping	Identify	Leverages staff and stakeholders' knowledge and existing networks to develop a list of stakeholders				N/A
Referrals / snowballing	Identify	Uses identified stakeholders to gain access to further networks.				N/A
Representation sampling	Identify	Compares the demographics of your community with previous engagement.				N/A
Vulnerability mapping	Identify	The process of mapping members of the community with different characteristics against key climate hazards.				External
Interest and influence matrix	Analyse	Identifies different stakeholders' level of interest and influence on the project.				
Intersectionality mapping	Analyse	This tool considers the different overlapping identities of your stakeholders so that you can understand their interests, priorities, and experiences and respond in a more specific way.				External
Powers analysis	Analyse	Identifies the different power dynamics and interactions in the community.				
Social network analysis	Communicate	Describes the relationships within the community and how individuals/groups communicate.				
Asset mapping	Communicate	Allows to identify the most suitable places to carry out engagement activities.				External

Tools in action

Stakeholder database

Your stakeholder database is distinct from the other tools presented in this chapter and should be seen as an overarching management tool to be used throughout the strategy.

How do I use it?

The stakeholder database is one of the most important tools to manage your engagement strategy. It is a live tool, to be regularly updated, that details all known stakeholders related to the project that you are, or hope to be, engaged with.

This stakeholder database will also include how you expect to **communicate** with your stakeholders and how often.

You should look to complete the database through the mapping stage but continue to update it and refer to it throughout your engagement process.

The database can be made manually on MS Excel or through using an online software tool. From the database you can then create a timeline which details which stakeholders should be engaged when.

An example of a stakeholder database:

Project name		**Begin date**		**Version number and page number**	
Project description		**End date**		**Date prepared**	
Register owner		**Duration**		**Author**	

Stakeholder register

Summary									Contact details		
No.	**Stake-holder**	**Role**	**Communication channel and type**	**Interest**	**Impact potential**	**Expec-tations**	**Comments**	**Hard-to-reach group**	**Address**	**Email**	**Phone**
Ex	Mrs Bridge	Community member	Face to face	●	●●	Project to be in budget	Strong Networks				

Tools in action

Existing stakeholder mapping

This is the simplest way to identify your stakeholders. Brainstorm internally with your government departments the existing networks they have with individuals and organisations.

How do I use it?

Gather all government department representatives that have direct engagement with your community.

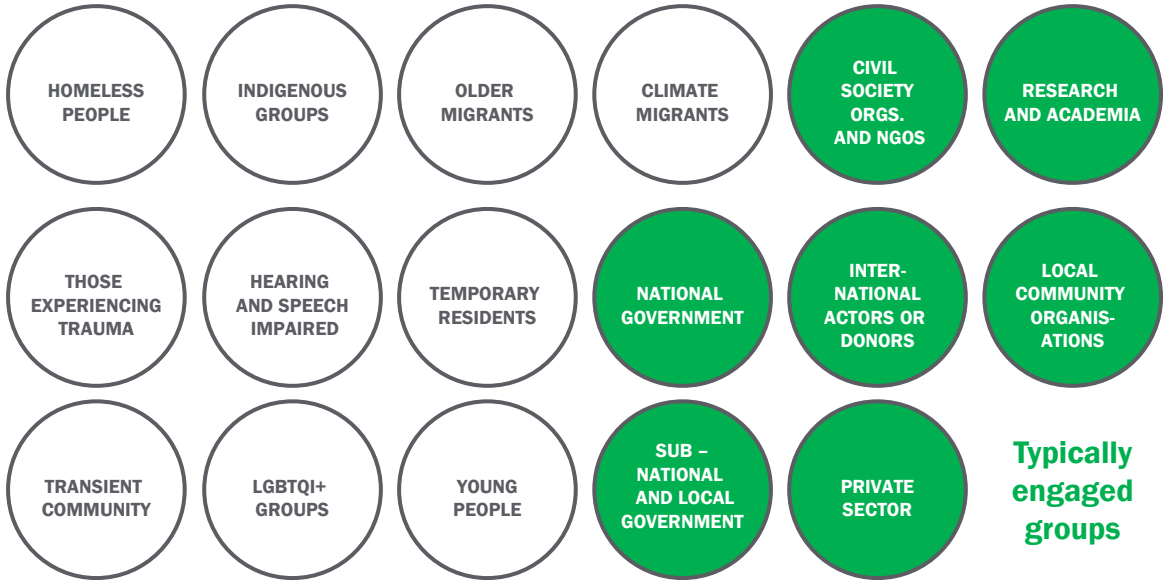
Begin by brainstorming internally a list of stakeholders that you have previously worked with or are aware of. Using the figure box list as a starting point to aid you in this process.

Once identified, add these stakeholders to your stakeholder database.

Think about the impact of past engagement, assessing the extent to which existing programmes and services have benefitted different vulnerable groups. Data should be disaggregated by age, sex and ability. This might help you realise which groups have been missed.

Note that no exercise sheet or case study has been provided, this is a relatively straightforward process. The outcome should be put into your stakeholder database, see the template in the worksheets.

Typically hard-to-reach groups



Tools in action

Existing stakeholder mapping

How does this help me?

- This will not be your first time engaging with stakeholders in your community. Drawing on your previous experiences of engagement will enable you to build on your existing knowledge and the capital you already have in terms of stakeholder relationships.
- It can be an opportunity to identify your existing communication channels and how these could be used.
- Thinking about hard-to-reach groups in a focused manner can also be used as a technique to build internal capacity and awareness.

Be aware of:

- This process is less suitable to identify hard-to-reach groups.
- Be careful about restricting the groups you are engaging with this early on – see this as the first step that can be built on with further tools.

Top tip

Reach out

Conduct this exercise as part of a workshop with multiple government representatives to allow people to build off each other. You should also consider involving external organisations that are already working in the community e.g. not-for-profit, faith groups, schools etc.

Tools in action

Referrals and snowballing

Existing contacts can help you to gain access to further networks and identify other stakeholders.

How do I use it?

Make a list of initial stakeholders that you have previously identified through other engagement activities (see existing stakeholders mapping).

Organise with them semi-structured interviews or small group discussions, asking to identify new individual stakeholders or organisations.

Use the contacts they have with these community members to reach out to these stakeholders.

Update your stakeholder database as you begin to build your list.

Note that no exercise sheet has been provided, as there are a range of ways that you can collect referrals. Refer to the Designing and Implementing module for further information and worksheets for these specific tools e.g. workshops.

How does this help me?

This is a relatively fast and low budget method to identify stakeholders.

You can also use your existing contacts to not only identify new stakeholders but reach out to them.

It can be a useful way to rapidly increase your pool of stakeholders, particularly if you are looking for a large community group.

Be aware of:

Seeking referrals for stakeholders may not be necessary if you only want to engage a small or specific group.

The stakeholders you identify through this process may be biased depending on the first stakeholders you engage with. Which may prevent you capturing those hard to reach groups.

Top tip

Future members

Consider if there are any future community members e.g. transient groups that may be impacted by your plan/policy in the future.

Be respectful

Be wary of sharing personal information. Some stakeholders prefer not to have their contact details shared therefore introductions at meetings may be a better approach for less heard groups.

Best used with

Existing stakeholders mapping

Tools in action

Representation sampling

Compares demographic trends and census with the representation of the same groups in previous engagement activities.

How do I use it?

Collect all feedback and evaluation material from previous engagement, or speak to colleagues that have been part of other engagement processes.

Use population categories to map which groups have been previously engaged with.

Determine which stakeholders have been missed and why. Understanding the reasons for not engaging these groups can help to develop more effective methods for the future.

Add these to your stakeholder database if you want to engage with them again.

Informality status	Relationship of individuals, households, activities or firms to the formal or informal economy, typically with respect to production, employment, consumption, housing or other services.
Income level	Grouping or thresholds connected to earnings of labour and/or capital. Categories typically are defined related to the local/national economy.
Race and ethnicity	Race is defined as a category of humankind that shares certain distinctive physical traits. The term ethnicity is more broadly defined as large groups of people classed according to common racial, national, tribal, religious, linguistic, or cultural origin or background.
Age category	Chronological grouping based on years lived.
Sex	Sex refers to the biological characteristics that define humans as female or male. While these sets of biological characteristics are not mutually exclusive, as there are individuals who possess both.
Gender and sexuality	The socially constructed characteristics of women and men – such as norms, roles and relationships of and between groups of women and men. Categories can include lesbian, gay, bisexual, transsexual and intersex.
Disability	Persons with disabilities include those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others.
Religion	Religious or spiritual belief or preference, regardless of whether or not this belief is represented by an organised group, or affiliation with an organised group having specific religious or spiritual tenets.
Working conditions	Working conditions covers a broad range of topics and issues, from working time (hours of work, rest periods, and work schedules) to remuneration, as well as the physical conditions and mental demands that exist in the workplace.
Areas of the city	Spatial distribution across neighbourhoods, districts, axes, or other delimitation.
Migrant status	Refers to the legal and immigration status of a person who changes their place of residence. Categories include locals, expatriates, documented or undocumented migrants, refugees and asylum seekers.

Tools in action

Representation sampling

How does this help me?

- This can be an effective way in identifying who may be absent and has been absent from previous engagement.
- Having a representative sample of your population engaged is important for when you are developing a climate action plan or policy with wide-ranging impacts.

Be aware of:

- This is a useful way to understand how stakeholders have been previously engaged with, however you should be careful of typecasting stakeholders and not considering the complexities of their identities.

Top tip

Data gaps

Some of these factors may not be recorded within the population census but the information can be collected during the engagement process and fed back into the mapping and vision setting stage.

Be open-minded

Keep an open mind on your assumptions of disengagement as outside factors may contribute.

Best used with

Citizen assemblies *(see Designing and implementing module)*

Time Skills Resources

Tools in action

Climate vulnerability mapping

Spatial mapping of different community groups against key climate hazards

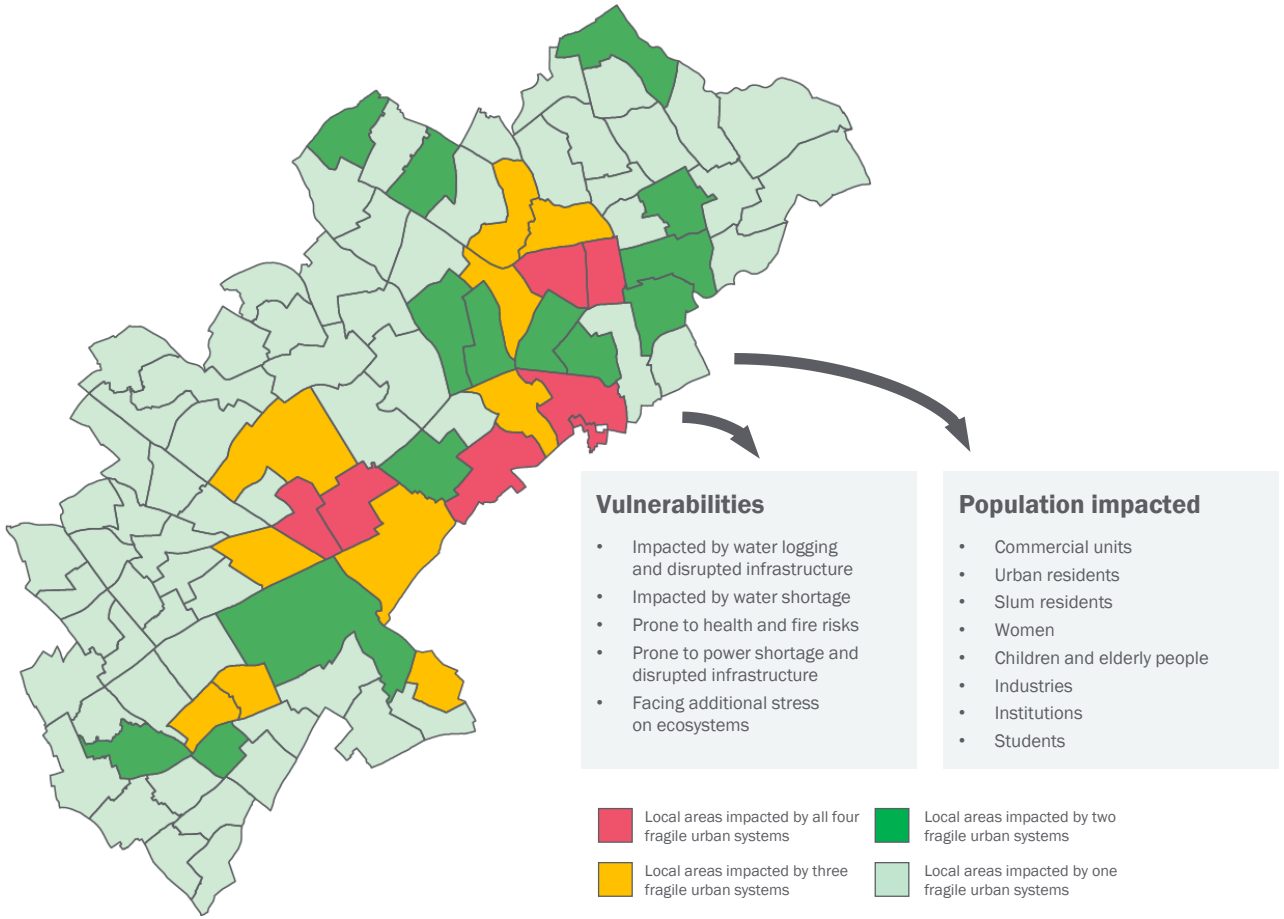
How do I use it?

Determine the area of your city or municipality, related to a climate action, that you want to analyse.

Map the locations of your individuals/communities and their key characteristics (you can use the table presented in the Tool ‘Representation sampling’) .

Overlay the key climate hazards to reveal which groups are most affected. Some of them might have never been engaged with.

If possible, create both current and mid- to long-term climate scenarios – this can reveal future vulnerable groups.



Gawler, S., & Tiwari, S., 2014. Building Urban Climate Change Resilience: A Toolkit for Local Governments. Source.

Tools in action

Climate vulnerability mapping

How does this help me?

- Vulnerability mapping is particularly useful during the design phase of climate actions, to help identify those persons or communities most at risk from climate or other environmental hazards.
- As the most vulnerable people they may have a high interest, and at the least, some level of influence on the development of your climate action plan.

Be aware of:

- This tool relies on a city already holding geospatial data on their citizens, if there is a lack of this data available, then the first application of this engagement process could be working with citizens to engage them on building up this data, as well as using digital land survey equipment where possible.

External worksheet

See the workbook (p.12-35) in the Urban Poor Consortium's Urban Vulnerability Mapping Toolkit.

Top tip

Share

Any output of a vulnerability mapping exercise should be shared in a non-technical format with citizens, as well as accompanying geospatial maps

Case study

Vulnerability mapping
ICLEI and ACCCRN tool for mapping of existing vulnerable areas

Why was it used?

ICLEI and ACCCRN developed a tool to define key fragile urban systems and identify the vulnerable areas under of these systems.

What did they do?

A climate risk statement was constructed for each system, e.g. water supply, land, energy, shelter, transport and communications (secondary urban systems may include markets, education, community services etc.). For instance, creating a map shaded with the risk of increased precipitation that damages water supply. This process was then repeated for each climate risk to build up vulnerability hotspots. [27]

Influencing factors

This tool was used in conjunction with an analysis of the adaptive capacity of urban actors. As no community member is intrinsically vulnerable, this depends on both surrounding systems and their own resilience.

ACCCRN in Thailand, Credits: Arup

[27] ICLEI, 2014. Building Urban Climate Change Resilience: A Toolkit For Local Governments. Source.

Time Skills Resources

Tools in action

Interest and influence matrix

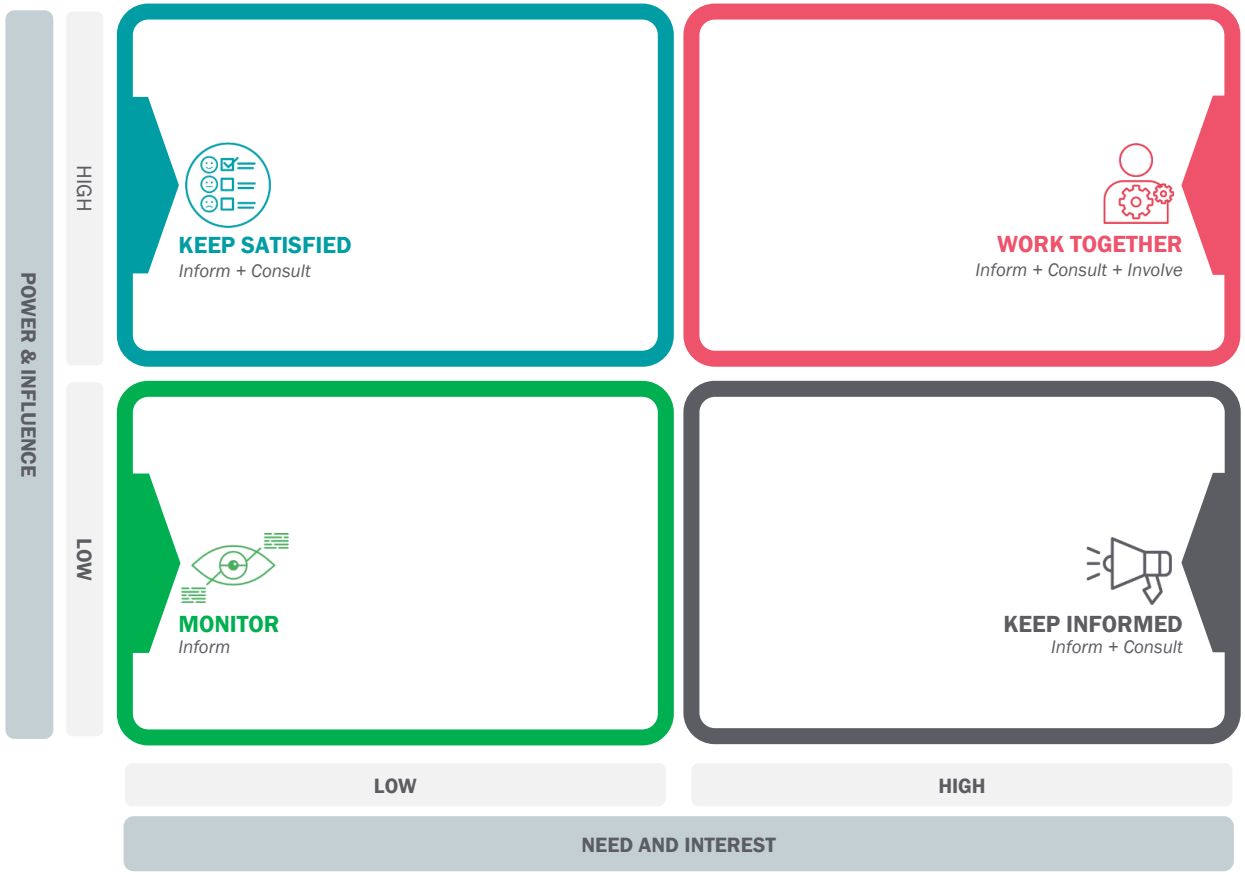
By coding stakeholders according to their power and influence, this tool enables you to identify priority groups or individuals.

How do I use it?

Assess the different levels of interest and influence of your stakeholders, by assigning a level of power and influence, need and interest.

As you do so, use the diagram below to plot the result of this assessment.

This process can help you to begin categorising your community: primary, key actors, intermediaries, local champions/knowledge brokers, groups type (business, government, community) etc.



Link to Worksheet

Tools in action

Interest and influence matrix

How does this help me?

- Tried and tested method that helps determine what type of engagement to use.
- Minimises the unnecessary use of resources and capacity in over-designing engagement methods.
- Easily identifies and analyses your priority stakeholders.
- There are other/more developed versions of the interest + influence matrix that can be used if you have the time and resources.

Be aware of:

- Identifying the influence of a stakeholder may be easier than interest, which can emerge during the engagement process.

Top tip

Use and repeat

You can repeat this process again with stakeholders during implementation, although the focus may change or the location where stakeholders are put on the matrix.

Climate-focus

If you already have climate actions in place, consider mapping their influence on the implementation of progression of these actions.

Best used with

Intersectionality mapping

A focus on

Knowledge brokers

Knowledge brokers are those individuals or groups that can help act as mediators and participants in engaging your communities.

Knowledge brokers have been shown to be particularly effective at engaging communities from ethnically diverse backgrounds. When identifying these individuals or organisations it is important to ask:

- Who do they regularly work or communicate with?
- What is the nature of their relationship?

They have been shown to be effective when working with young people and their families – so do they have experience with this?

Are they interested in engaging with this work and what are their expectations?

Categorising stakeholders will enable early identification of potential partners. Community elders or leaders could be potentially good examples of local champions, as they are often the custodians of local knowledge and are therefore able to help identify other stakeholders or channels of communication.

Labour unions can act as a good entry point for engaging stakeholders particularly for discussing economic policies or industrial change. This is likely to occur with certain mitigation actions that could lead to the limitation of traditional heavy and fossil fuel industries. The concerns of workers in these industries including the loss of income due to climate change action should be heard and validated. Co-solutions for new technologies and industries could be considered as a way of engaging these stakeholders.

Credit: Arup - Inigo Ruiz-Apilanez

Case study

Interest and influence matrix
Newcastle City Council, UK
Knowledge brokers

Why was it used?

Newcastle City Council has begun a policy of being more outward looking in the evolution of its sustainable development ambitions.

What did they do?

They formalised a knowledge brokerage process that had been going on for several years, with local academic institutions e.g. Newcastle University Institute for Research on Sustainability (NIRES). These partner organisations as well being involved in specific initiatives have been invited in to chair key council committees.

Influencing factors

This framework was able to be successful thanks to Newcastle City Council's policy officers not requiring political approval for cooperation, which has led to more efficiency in policy delivery.

This was however, a highly formalised process. Knowledge broker relationships may be more informal but the principles of both will be similar.

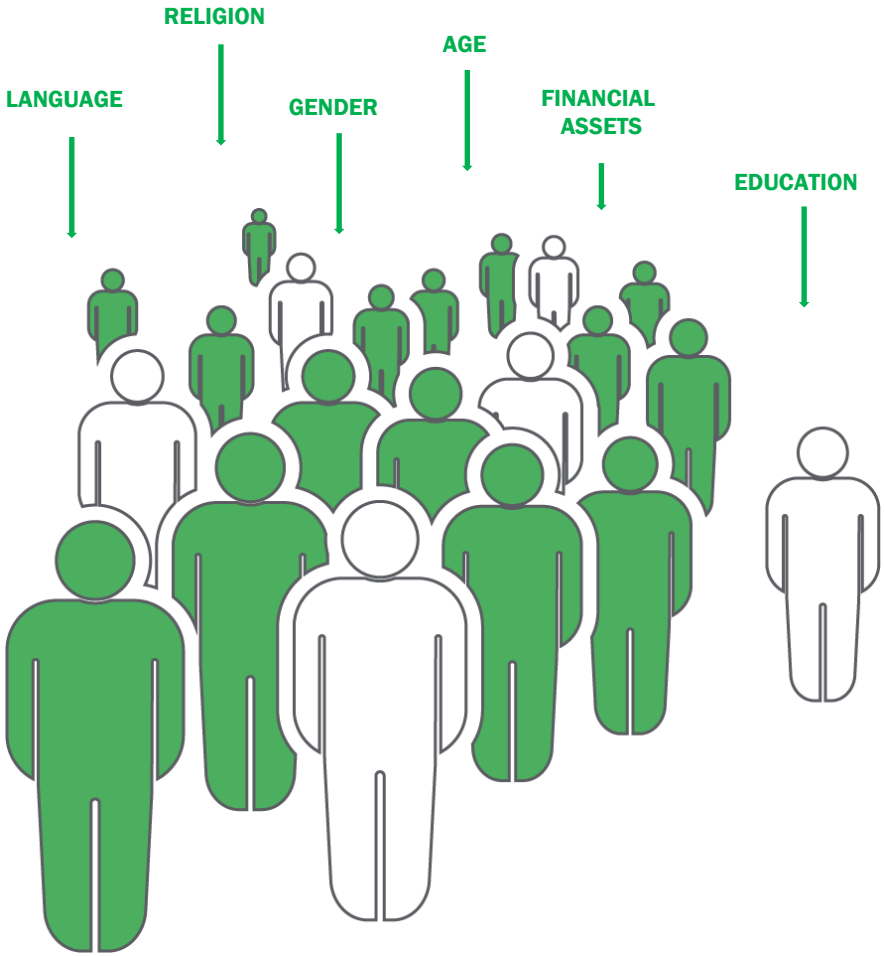
[28] ICLEI, 2012. Knowledge Brokerage in Action in European Cities. Source.

Newcastle City Council, Knowledge Brokers

Tools in action

Intersectionality mapping

Intersectionality mapping is a tool to consider the different social identities of your community to understand their interests, priorities and experiences and respond in a more specific way.



How do I use it?

Take your key community groups and individuals and assign one to each of your staff and get them to write down these stakeholders' key characteristics, using the figure box for guidance and the table under Representation Sampling.

Now take a look back at the interest/influence matrix considering how these different characteristics will affect an individual's or group's interest and influence in the project.

Refer to the tools in the 'Designing and Implementing' module for how to engage different groups.

Tools in action

Intersectionality mapping

How does this help me?

- It can reveal more complexities to your community, and therefore more specific groups that are often less heard.
- It can help to develop engagement methods that are appropriate to the groups you have
- This exercise can help to build capacity within your team and understand intersectionality and the potential assumptions that should be avoided.

Be aware of:

- It may be challenging to understand which intersectionalities are a priority, as there are endless combinations of characteristics. However, consider the vision you have set yourself, and use other tools e.g. vulnerability mapping and interest and influence matrices to prioritise your stakeholders.
- Some characteristics of stakeholders won't emerge because individuals or communities do not actively identify or promote them. Therefore, this process should be repeated with the stakeholders and fed back into further engagement.
- National or regional legislation may identify specific characteristics that should be focused on.

External Worksheet

See Australian Institute of Social Relations Intersectionality Exercise.

Top tip

Stakeholder-led

You can repeat this process again with the community during implementation as stakeholder-led categorisation.

Remain objective

This mapping exercise should be done so in an objective manner without attributing behaviours or opinions to these characteristics.

Best used with

Vulnerability mapping
Interest and influence matrix

Time Skills Resources

Tools in action

Powers analysis

A powers analysis enables you to understand the power imbalances existing between yourself and your community, and within communities.

How do I use it?

There are three elements to power:

Forms: how power emerges: visible, hidden and invisible.

Spaces they exist in: closed, invited and claimed.

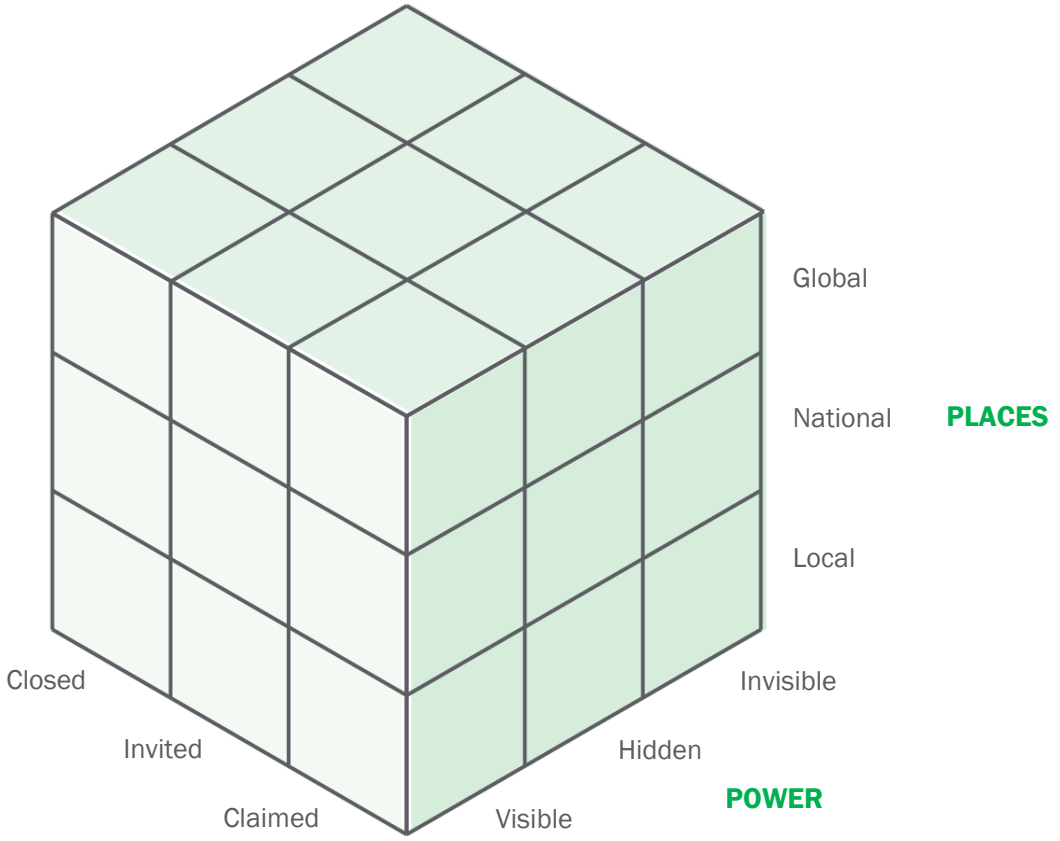
Levels of power: local, national, globally.

Before undertaking any multi-stakeholder engagement, it is important to identify these power dynamics, the reasons behind them, and how to deal with them in an engagement setting.

Get your internal participants to reply to some sample questions regarding power, to get them to think about power dynamics.

Plot these experiences on the power cube given in the exercise sheets, and shown here.

Now repeat this exercise thinking about particularly community groups and their relationship to your government, or particular experiences you have had with them.



Link to Worksheet

Tools in action

Powers analysis

How does this help me?

- It can help to reduce the underlying issues that can make certain groups hard to reach.
- This analysis is very important in helping to identify the right communication means that allows all stakeholders to participate.
- It can reveal institutional systems and processes that are contributing to exclusion and therefore need to be reviewed.

Be aware of:

- Power that is invisible and closed can be difficult to identify. Doing this exercise in conjunction with your partner organisations and different departments can help with this challenge.
- Power should be considered a continuum rather than a final state, use the powercube to compare the variations in power.

Top tip

Friends or foes

Consider power relationships between different groups. Do certain groups prevent the effective engagement of another for example?

Timescale

Think about how power may have changed over time, compare relationships and experiences 10 years ago to now.

Best used with

Interest and influence matrix

Time Skills Resources

Tools in action

Social network analysis

A social network density analysis or social network analysis is an approach for understanding the relationships between different stakeholders and how they communicate by mapping their network.

How do I use it?

Once you have identified your stakeholders using the first stage tools, draw out these stakeholders.

Now consider the different social, political or economic links between these stakeholders e.g. employees, family, trusted person, and draw lines to represent these connections.

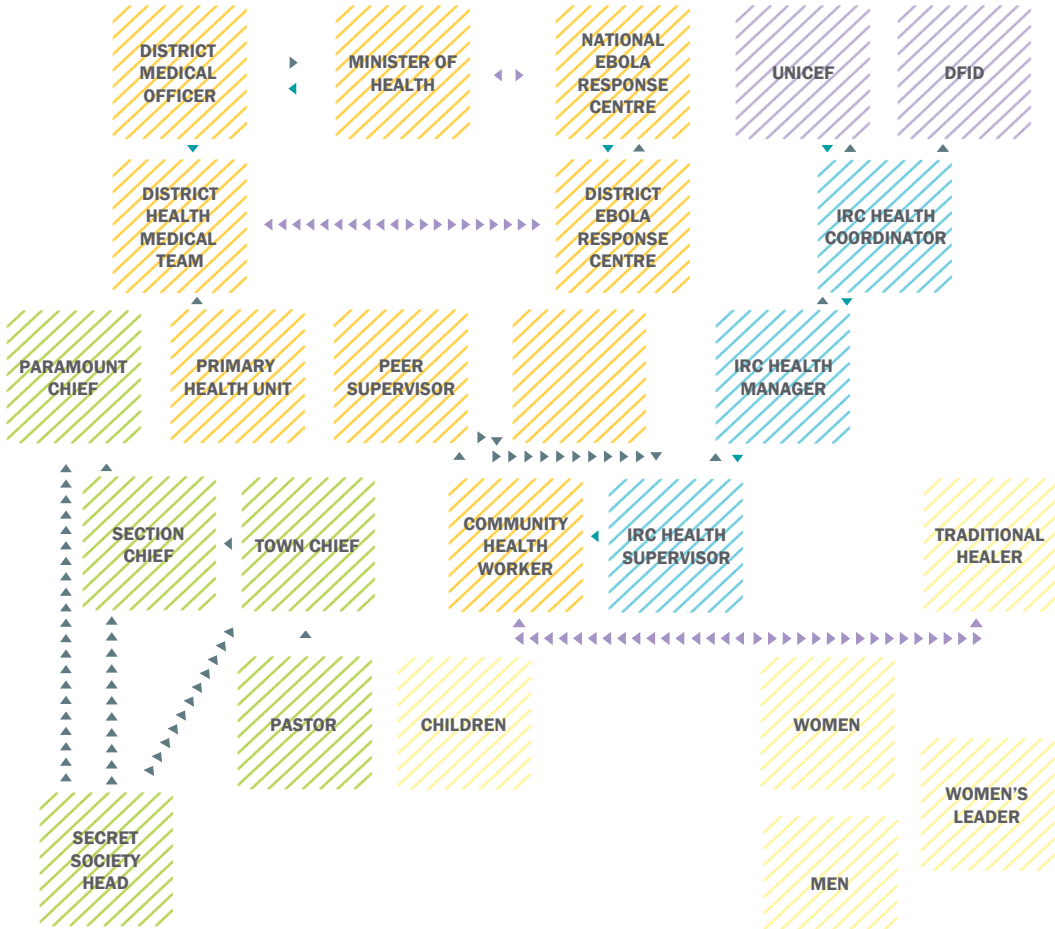
Determine whether the communication flows are one-way or equal, this will tell you a bit more about whether the relationships are one-sided and who the potential leaders and knowledge brokers/community champions are.

These lines can be thicker depending on the strength of the connection, or colour coded for the type of communication e.g. face to face, online etc.

Identify some common trends in the network map:

- The strongest links between your community.
- The most common communication types.

This process can also help in identifying knowledge brokers or potential partners e.g. community leaders.



FAO, City Region Food System Toolkit

Link to Worksheet

Tools in action

Social network analysis

How does this help me?

- This approach helps to visualise connections within and between your communities and identify patterns that may not have been immediately clear.
- You can pair individuals and groups within your community to develop targeted engagement strategies.
- By mapping your government departments, you can also effectively identify where there may be gaps in your relationships.

Be aware of:

- Use local knowledge – stakeholders and local community know their networks better than we do. Repeat the process in a workshop with your key stakeholders.
- This process may require significant resources and time to uncover the different connections, although the groups can be simplified.

Top tip

Communication

The communication channels for existing stakeholders identified can also be used for future engagement with hard-to-reach groups.

Software support

The analysis can be made statistical by corresponding the thickness of lines, type of line, number of nodes and their diameter to values e.g. cohesiveness or closeness. There are packages available which can support with this e.g. Node XL for Microsoft Excel or UCINET

Monitoring

A network analysis is a live document that can be reused through subsequent engagement processes. It will often be incomplete and can easily become outdated. Monitor and update the document as you go.

Case study

Social network analysis
Netmap, FAO, Lusaka, Zambia

Why was it used?

Netmap is one such example of a network analysis tool that is part of the City Region Food Systems toolkit to assess and plan sustainable city region food systems, developed by the UN Food and Agriculture Organization, in conjunction with other organisations.

What did they do?

This has been used in Lusaka, Zambia and is a participatory interview technique that combines social network analysis and power mapping/interest-influence mapping). Although this is a participatory technique it can be done in two stages with an internal assessment to map the stakeholders followed by a later self-assessment, as has been done here.[29]

Influencing factors

Assigning absolute answers i.e. low, medium, high can help to later process the data and analyse the different networks using online software.

The government has also included their specific departments in the analysis e.g. Ministry of Commerce and Trade and the Ministry of Local Government and Housing.

[29] FAO, 2018. City Region Food System Toolkit. Source.

Creative Commons: NetMap activity in Vietnam" by CGIAR Climate

Time

Skills

Resources

Tools in action

Community facility mapping

Community facility is a tool to identify the physical location of your communities and groups to help you reach out to them and conduct engagement in community spaces.

How do I use it?

Use existing maps of your area or city and, with your colleagues, highlight the key meeting points where there are community events, gatherings and activities. Examples include: sports clubs, religious sites, charity organisations, restaurants, community halls.

Map which community groups are close to these hubs.

Add the locations or key community hubs of your stakeholders to the stakeholder database.

With available time and resources, consider using the social network analysis tool to look at the physical links between these places and how people move between them.

Arup, Inigo Ruiz-Apilanez

Tools in action

Community facility mapping

How does this help me?

- The mapping of spaces/places/structures can help to identify stakeholders or identify partner organisations to help access/engage with these stakeholders, or to identify spaces where the engagement may take place.

Be aware of:

- For those groups that live in informal areas it can be challenging to identify the areas they frequent, as they may not be mapped or known to the authorities. A community mapping exercise can assist with this.

External Worksheet

See Friends of the Earth Assets in your Community Exercise Sheet

Top tip

Role of schools

Schools are often the most assessible places for reaching out to migrants or members of ethnic minority communities, as well as community centres or religious places.

Alternative uses

You need to consider the private hires of a community asset as sometimes they are not known. E.g. a community deaf support group may use a sports centre but are not members of the facility.

Best used with

Vulnerability mapping
Interest and influence matrix

Tools in action worksheet
Stakeholder database

Project name		Begin date		Version number and page number	
Project description		End date		Date prepared	
Register owner		Duration		Author	

Summary									Contact details		
No.	Stakeholder	Role	Communication channel and type	Interest	Impact potential	Expectations	Comments	Hard-to-reach group	Address	Email	Phone

Tools in Action Worksheet
Interest + Influence Matrix

Instructions

10 MINUTES

In your group, discuss and identify the key stakeholders relevant to your action and write these on the provided post-it notes

10 MINUTES

Using the chart provided to map the identified stakeholders. You may add additional stakeholders as needed

Tools in action worksheet
Powers analysis

Instructions

10 MINUTES

Get your internal participants to reply to some sample questions regarding power, to get them to think about power dynamics ns regarding power, to get them to think about power dynamics

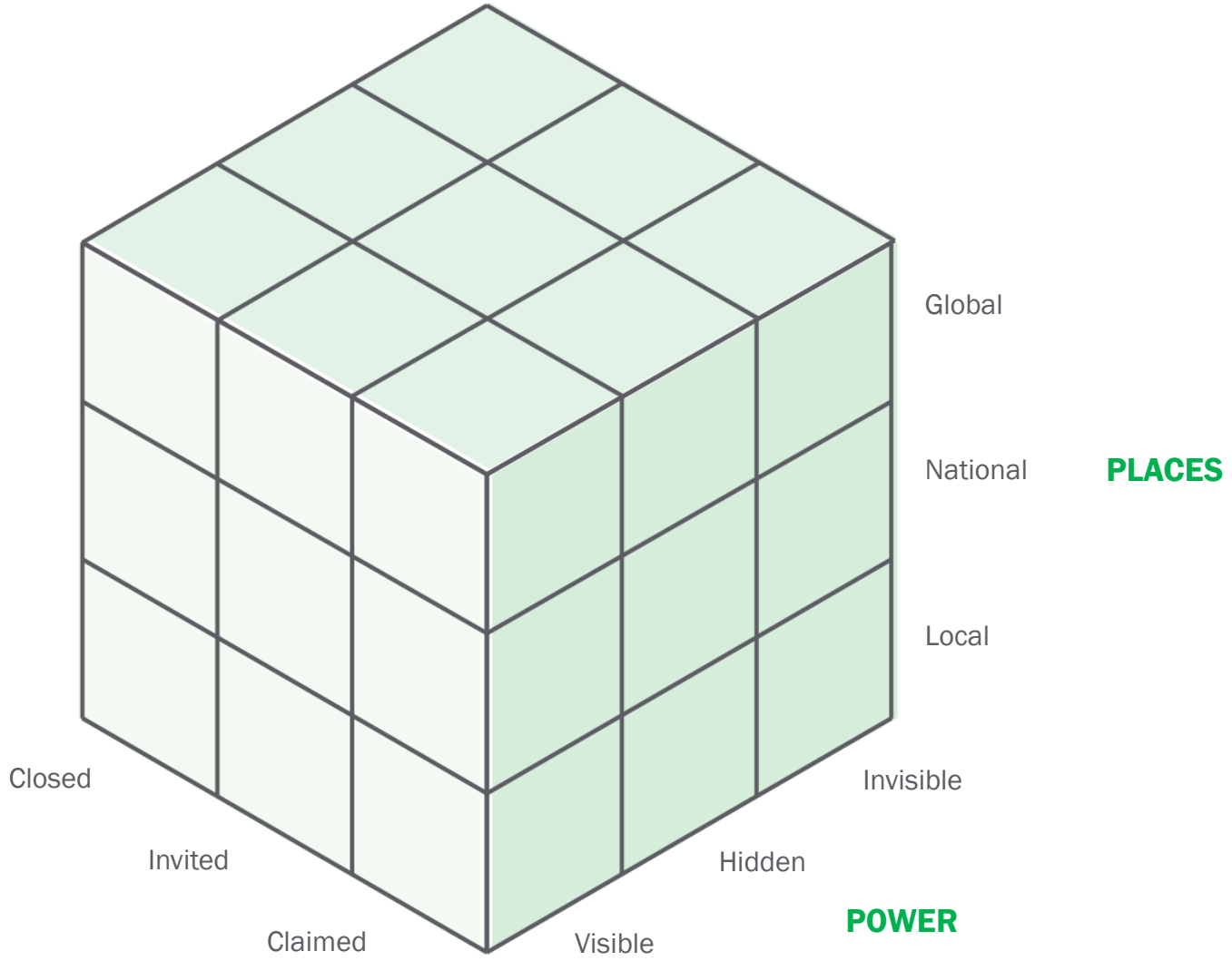
15 MINUTES

Plot these experiences on the power cube given in the exercise sheets, and shown here

20 MINUTES

Now repeat this exercise thinking about particularly community groups and their relationship to your government, or particular experiences you have had with them

A further sample exercise sheet to the one provided in this playbook can be found in this pack – including sample learning plans to increase capacity e.g. power cartoons.



Tools in action worksheet
Social network analysis

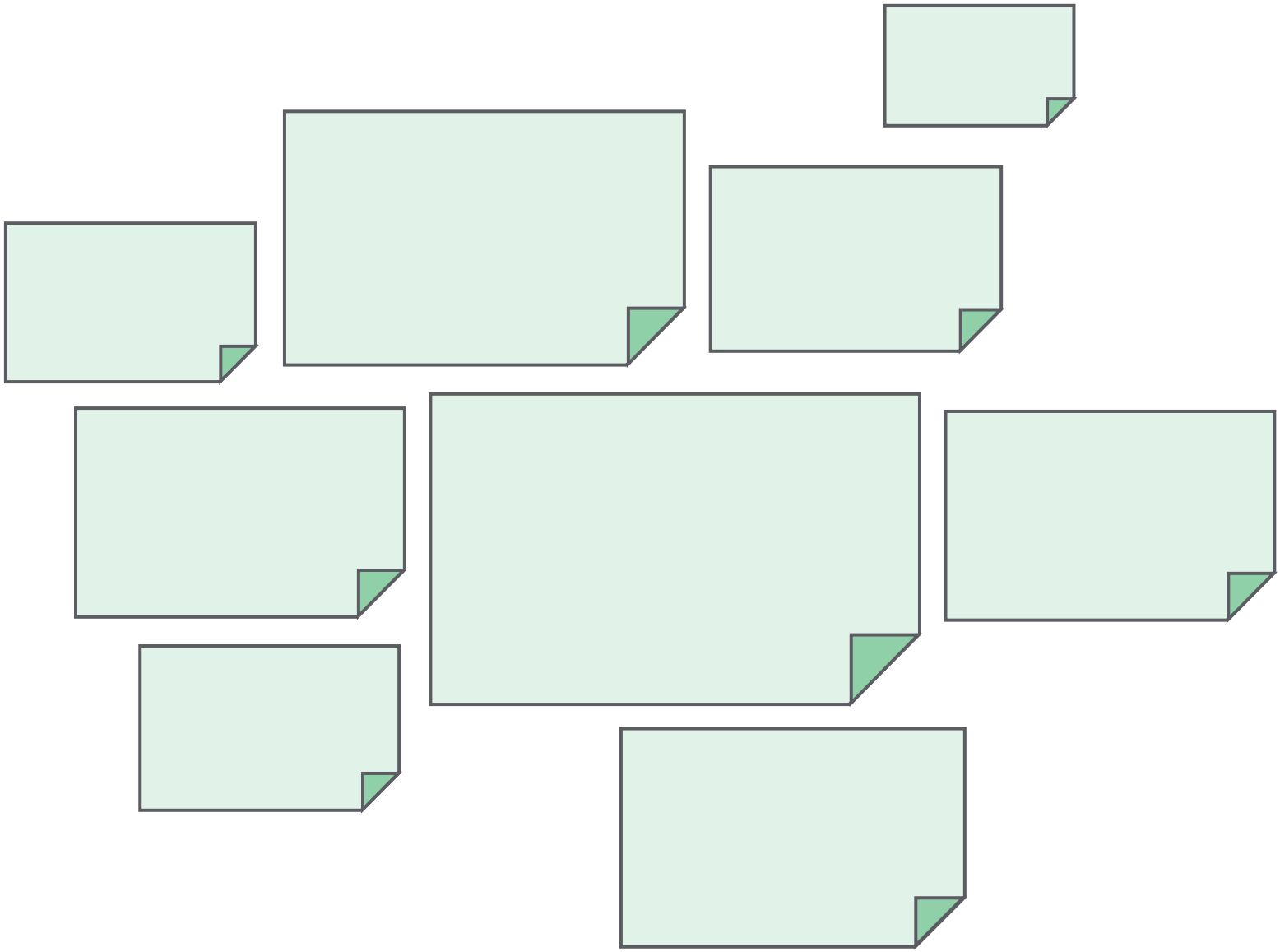
Resources

- Flip chart paper
- Post it notes (or this template)
- Marker pens

Instructions

1. Think of a specific piece of work or subject
2. Write on the post-its all the people or groups that are involved
3. Draw arrows to people in one colour and away in another colour
4. Move the post-its around if necessary

* See the 'How to use' of the network mapping tool for more variations of this exercise



Next steps

Your mapping

Utilise this sheet to continue building your stakeholder engagement plan.

Identify Tools

Tool 1.

Add your first Mapping tool here

Time taken. Time taken

Resources. Y/N **Skills.** Y/N

Staff/Partners

Add your staff and partners here

Tool 2.

Add your first Mapping tool here

Time taken. Time taken

Resources. Y/N **Skills.** Y/N

Staff/Partners

Add your staff and partners here

Analyse Tools

Tool 1.

Add your first Mapping tool here

Time taken. Time taken

Resources. Y/N **Skills.** Y/N

Staff/Partners

Add your staff and partners here

Tool 2.

Add your first Mapping tool here

Time taken. Time taken

Resources. Y/N **Skills.** Y/N

Staff/Partners

Add your staff and partners here

Communication Tools

Tool 1.

Add your first Mapping tool here

Time taken. Time taken

Resources. Y/N **Skills.** Y/N

Staff/Partners

Add your staff and partners here

Tool 2.

Add your first Mapping tool here

Time taken. Time taken

Resources. Y/N **Skills.** Y/N

Staff/Partners

Add your staff and partners here

Next steps

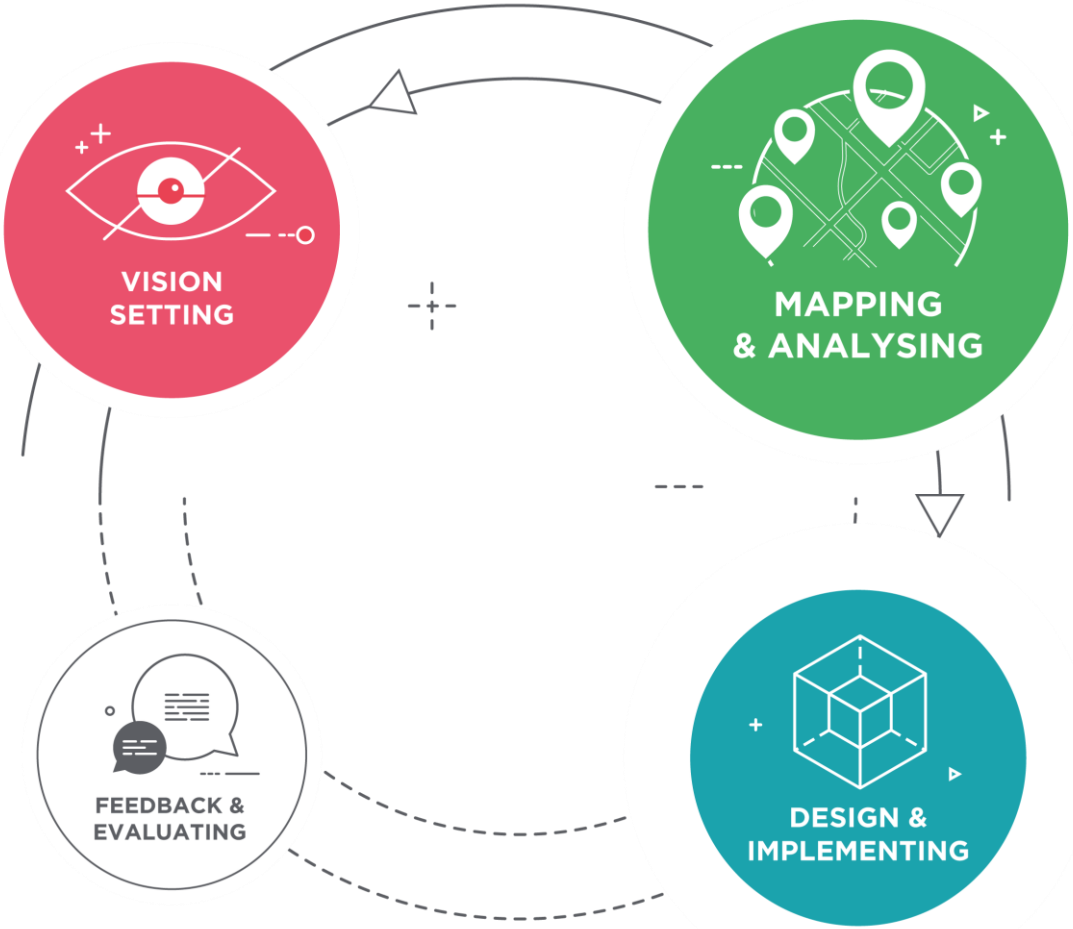
Pathways

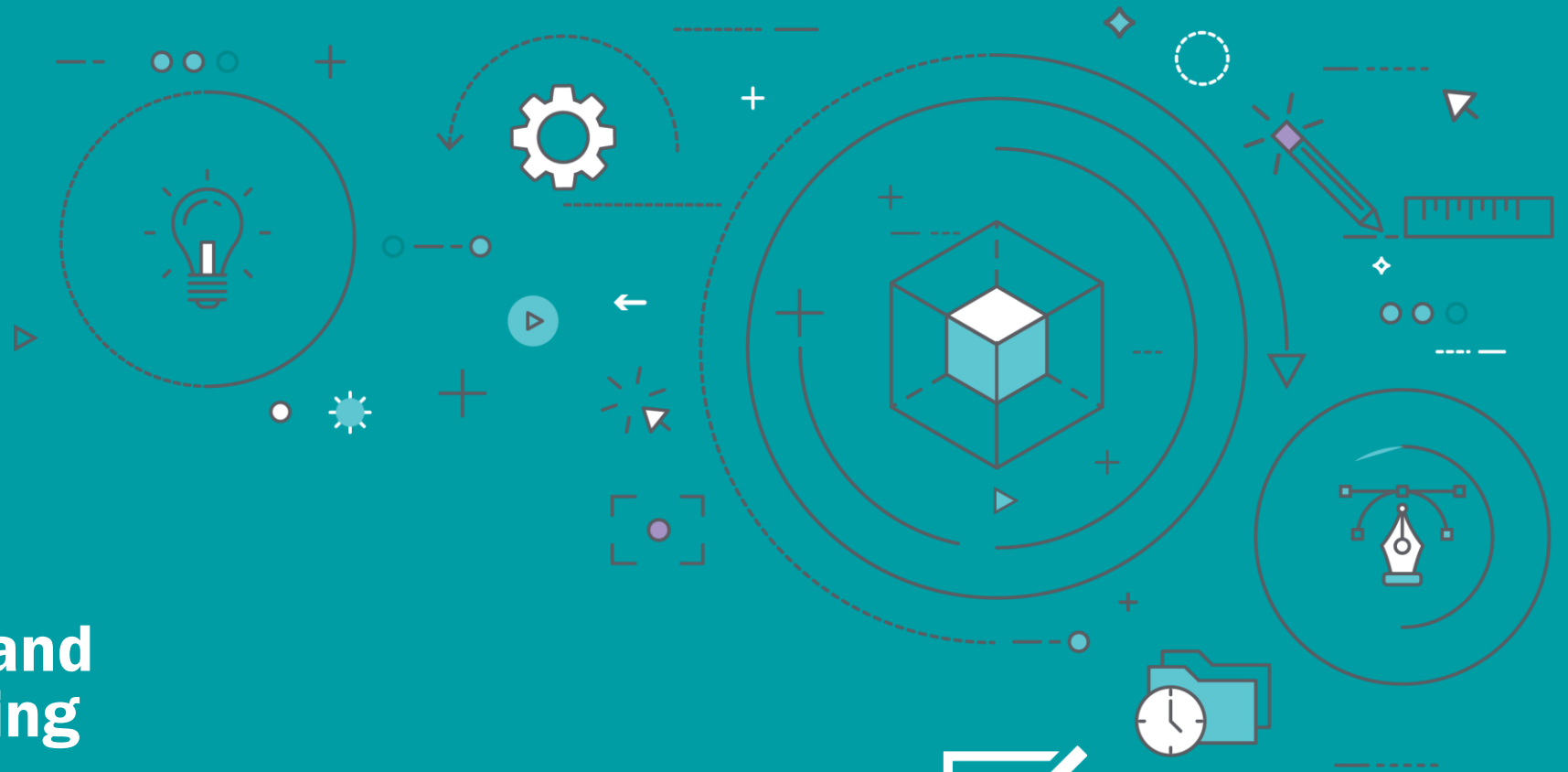
Designing and implementing

Now you have mapped your stakeholders you're ready to move straight onto designing the right engagement tools. Don't forget to keep updating that stakeholder database to ensure you are developing the most appropriate and effective strategy.

Vision setting

Now that you've mapped your stakeholders you should think about whether your objectives and vision need refining further, in which case return to vision setting.





04

Designing and implementing

This module covers various techniques you can use to engage the key stakeholders identified in the mapping stage. The wide-range of tools presented are innovative and effective in engaging hard-to-reach groups in the community.

In this module, you will learn how to

- ☐ Using the tool matrix, select an engagement tool from the tool types listed, considering the benefits, challenges and case studies presented.
- ☐ Apply the tool, remembering to monitor the approach throughout.
- ☐ Determine your preferred feedback approach to communicating the findings to your stakeholders.

Introduction

Designing and implementing engagement for climate action

The purpose of the designing and implementing component is to identify and develop techniques for engaging your stakeholders.

The type of tool you select will depend on several factors, as presented in the tools section, including time, skills, capacity, but also on the kind of plan/policy you wish to engage the community.

Climate action encompasses a very diverse set of project, policies and plans. However, some tool typologies may be more successful with actions that share specific characteristics. For instance:

Climate action that may have disproportionate impact on some communities e.g. the decommissioning of coal plants that could trigger job loss for some groups.

Engagement tool: Citizen assembly. This policy has the potential to bring about positive and negative benefits for different members of the community; an assembly can increase understanding between citizens of these different experiences and help to identify a compromise.

- Climate action that requires behavioural change from the community and strong public support e.g. reduction of waste production.

Engagement tool: Arts. The arts can be used as a way to captivate and excite audiences in a non-formal setting about a serious issue. It makes the topic of climate change and climate change policy more accessible to the masses.

- Developing new solutions for climate change. Governments do not yet have all the answers and require support to develop the most innovative actions.

Engagement tool: Community training and co-design initiatives. Involving the community in a co-design process, learning from their knowledge, experience and local context can help the government to co-design climate solutions that work for all.

Introduction

Health check

Before we begin selecting our engagement tools, let's take a moment to check whether we have finished mapping our stakeholders. Have you:

Y/N	Shared lessons from previous engagements, and the challenges faced in reaching stakeholders?
Y/N	Conducted internal training, if necessary, to build understanding of exclusion?
Y/N	Utilised 1 tool to identify your stakeholders – and revealed previously unheard groups?
Y/N	Identified the interest and influence of each of your stakeholders?
Y/N	Established how you might communicate with your stakeholders?
Y/N	Revisited your key objectives and vision – these may have changed/shifted slightly?
Y/N	Assigned responsibility for the engagement of each individual/group of stakeholders – to ensure consistency and build trust?

Not quite ready?
Return to Mapping

Introduction

Key tasks

There are a number of key steps that you should undertake to effectively map your stakeholders.

Tool typology

Remind your team of the key stakeholders and their interest and influence in the policy plan.

Re-share the key objectives e.g. to inform, consult etc.

Use the toolkit to identify 2-3 most appropriate tool types to use based on your key engagement objectives and the results of mapping.

Specific tool

Review the specific tools listed under your ideal tool type considering the benefits and limitations.

Use 1 – 2 tools per tool type to engage your stakeholders.

Communicate

Determine the feedback mechanisms that will be used following the conclusion of the engagement process.

Create a stakeholder communication plan using the stakeholder database and feedback mechanisms – this should identify the communication type and vehicle.

Top tip

Know your capacity
Select the tools below in line with your capacity, skills and time, as well as your existing relationship with your stakeholders.

Review
Conduct an audit during your engagement programme to understand how your current approach may be adapted to engage those who are not currently participating.

Be consistent
Keep your stakeholder database updated with the way and how you are communicating with them.

Continue to map
Through the engagement period continue to identify and map further stakeholders that could be engaged.

Introduction

Tools

A range of tools is provided to cater for different communities, contexts and resources.

Preliminary tools are presented such as ‘Mythbusters’ which is used with stakeholders to dispel common assumptions around certain topics e.g. climate change, and can be used prior to other engagement tools as an introductory activity.

The main engagement tools you use should be selected based on your key objectives as defined in Vision Setting, centred on the engagement hierarchy previously seen: Co-design, Collaborate, Consult, Inform, Identify/Manage.

See the next slide for which tool is most appropriate for different stakeholder characteristics, and methods of monitoring.

Engagement objective	Tool type	Example of Tool type	Description	Time	Skills	Resource	Worksheet
All	***Stakeholder database***		To keep track of the stakeholders you are seeking to engage with, how you will engage with them, and key communication.				
All	***Preliminary tools***	Ice-breaking mythbusters	These are tools that can be used in conjunction with other tools at the start of the session to introduce a topic and get to know the stakeholders.				External
Collaborate	***One-to-one***	Semi-structured interview Vox pops	This is an intimate form of engagement, that can take the form of an interview or vox pop.				External
Collaborate	***Small group***	Kitchen table discussion	These are often used for structured conversations around specific topics.				External
Collaborate	***Large groups***	Citizen assembly Participatory budgeting	Large groups can be a less time-consuming way to engage multiple people and communities at once, often used earlier in a plan/policy development to gather initial feedback.				External
Consult	***Surveys***	Intercept surveys	Surveys are a versatile engagement method, to gain feedback on specific questions.				

Introduction

Tools

Engagement objective	Tool type	Example of tool type	Description	Time	Skills	Resource	Worksheet
All	***Digital platforms***	Ideas platform	Online tools are being increasingly used as a measure to encourage dialogue and by cities to allow citizens to submit ideas for plans and policies to foster co-creation.				External
All	***Arts***	Open-mic nights	This is a broad category of engagement and can include photography, mapping, theatre, dance, multi-media, murals, cooking etc. It enables an exploration of people's values and thoughts through creative mediums.				External
Co-design	***Community training and co-design***	Co-mapping	Community training programmes can build capacity, upskill members of the community and enable greater ownership of future projects or engagement.				External
Inform	***Information events***		This is a form of engagement intended to inform stakeholders rather than encourage active participation.				External

Introduction

When to use the tools

As well as considering time, resources, and skills there are other factors that will play into which tool you will select depending on the different characteristics, of stakeholders.

This is a simplified assessment, and the intersectionalities of these different characteristics will affect how appropriate different tools are.

Tool type	Race & Religion	Gender	Income	Living & Working Conditions	Age		Location	Occupation	Disability	Language/ Literacy	Informality status	Migrant status
					Youth	Elderly						
Preliminary tools	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
One-to-one	●●	●●	●●●	●●●	●●	●●●	●●●	●●●	●●●	●●●	●●●	●●●
Small group	●●●	●●●	●●●	●●	●●●	●●●	●●	●●●	●	●●	●●●	●●●
Large groups	●●	●●	●●	●●●	●●	●●	●	●●	●●	●●	●	●
Surveys	●●	●●	●●	●●	●●	●●●	●●	●●●	●●	●	●	●
Digital platform	●●●	●●●	●●	●●	●●●	●●	●●●	●●	●●	●	●●	●●
Arts	●●●	●●●	●●●	●●●	●●●	●●●	●●	●●●	●●	●●●	●●●	●●●
Community training/participation	●●●	●●●	●●●	●●	●●●	●●	●●	●●	●●	●●	●●	●●
Information events	●●	●●	●●●	●●●	●●	●●	●	●●	●	●●	●●	●●

●●● Appropriate tool ●● Appropriate in some circumstances ● May not be appropriate

Introduction

Communication mechanisms

A crucial step in building a trusted relationship with your stakeholders and securing positive future engagement is clear communication of the progress of the plan and/or climate policy.

It is important that both before and after you have collected insights from your stakeholders that you communicate to them how it will be used and for what purposes.

This is so that:

- Stakeholders can choose to participate when and how they want.
- They feel included within the planning process.
- They can see a tangible impact from their involvement.

For any of the engagement tools you choose to select from this module you should consider the feedback mechanisms to be used.

Each feedback process will go through the following process:

Collecting insights

You need to think how you will collect the insights from your stakeholder most effectively. There are a number of methods that will vary depending on the engagement tool:

Type of data collection	Minutes/ notes	Participants notes	Recordings	Form	Open platform
One-to-one	✓		✓		
Small group	✓		✓		
Large groups		✓		✓	
Surveys				✓	✓
Online		✓		✓	✓
Arts		✓	✓	✓	✓
Co-designing		✓	✓		
Community events	✓	✓		✓	

Top tip

Get permission

Do you want to use any personal information when you share stakeholder insights e.g. name? If so, get permission from the outset from your stakeholders

Storage is key

Make sure there is a formalised system for processing and storing this collected data – these can then be revisited for future engagement at other stages of your plan's development.

Introduction

Communication mechanisms

Analysing and synthesising insights

Your stakeholder comments are likely to be in an informal format that needs to be analysed and synthesised to look for common trends.

This can be done manually or online depending on how you collected the feedback.

If there are any unclear comments or thoughts you would like to discuss more with your stakeholders this may be the opportunity to use a more focused form of engagement e.g. one-to-one or small group.

Once analysed you need to write up headline statements and the actions to be taken against these. This is what will be communicated back to your stakeholders.

Sharing insights

These synthesised insights need to be fed back to the stakeholders. How this will be done should reflect the outcome of the network mapping exercise and the preferred options you have collected within your stakeholder database.

As well as feeding back to your stakeholders personally, there should also be an accompanying public disclosure of the outcome of the process to the whole community e.g. press release etc.

Think about the most common communication method for your community e.g. if most don't have access to a computer an online release would not be appropriate. Use your networks to disseminate the information.

Top tip

Details, details, details

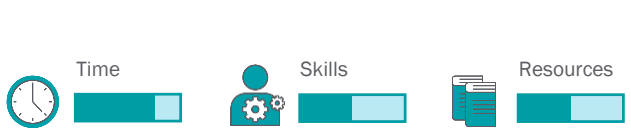
Feedback can only be shared if you have your stakeholders' details e.g. email address, make sure you are collecting these at the beginning and adding to your database.

Accessibility

As with your engagement methods you need to ensure that your feedback is accessible. Translate the material into the languages of the community, native, official, sign language, audio etc.

Has opinion changed?

Where participants may have differing opinions e.g. citizen assemblies it may be worth doing pre- and post-surveys to see the impact engagement has had on their perspective



Tools in action

Stakeholder database

Stakeholder database is distinct from the other tools presented in this chapter and should be seen as an overarching management tool to be used throughout the strategy.

How do I use it?

The stakeholder database was first introduced in the mapping and analysing module and is one of the most important tools to manage your engagement strategy. It is a live tool and therefore should continue to be updated as you engage your stakeholders e.g. the communication strategy.

The database can be made manually on MS Excel or through using an online software tool, many of which are available. It can then be used to pull together a timeline of who should be engaged at different stages.

A separate communication management plan can be developed to complement this database and provide a clearer log and timeline of engagement with your stakeholders.

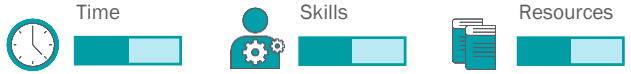
As you talk to your stakeholders you may find potential challenges happening and these should be noted in the comments to make sure these risks are mitigated for future engagement with this group/individual.

Project name		**Begin date**		**Version number and page number**	
Project description		**End date**		**Date prepared**	
Register owner		**Duration**		**Author**	

Stakeholder register

Summary									Contact details		
No.	**Stake-holder**	**Role**	**Commu nication channel and type**	**Interest**	**Impact potential**	**Expec-tations**	**Comme nts**	**Hard-to-reach group**	**Address**	**Email**	**Phone**
Ex	Mrs Bridge	Commu nity member	Face to face	●	●●	Project to be in budget	Strong Networ ks				

An example of a stakeholder database:



Tools in action

Preliminary tools

These preliminary tools can be used before any of the main engagement tools you have chosen as a way to build rapport with your participants and understanding.

How do I use it?

There are two potential sessions you can run:
Ice-breaking sessions and mythbusters sessions.

Ice-breaking

Create an imaginary line in the room with one end the opposite extreme of the other and ask binary simple questions e.g. apple or banana to get stakeholders sharing opinions without them being two personal.

Use of art: you can get stakeholders/participants to design something e.g. a flag, or paint a pot, or get the group to draw certain elements of a group mural for example. If extended this can be an engagement activity in itself or can be an introduction for people informally.

Mythbusters

True and false statements are created about an issue in your community or plan you are working.

These statements can be prepared in advance and citizens are be asked to vote on those statements.

The voting is followed up with clear definitions or true statements.

How does this help me?

This helps to build trust within the community members participating and with you or the facilitator.

It is a way to clearly explain the purpose of the engagement approach through an informal approach.

It can help you understand what the current perceptions of your project or plan are, leading to a more in-depth discussion.

Be aware of:

As one of the first activities of the session you run, it may be quite hard to get participants communicating.

During these sessions sometimes only the most dominant groups will voice their opinions – this is a chance to identify those quieter groups/individuals and begin to include them early on.

Top tip

Try again

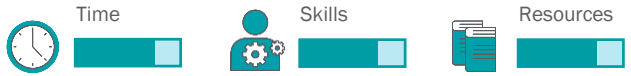
You can repeat these preliminary sessions following the discussion of a particular complicated issue as a way to reduce tension.

Training

These are heavily facilitated introductory sessions and your staff leading these will need to be trained and prepared to deliver them.

Face-to-face

If conducting face-to-face engagement, one of these tools should be used at the start of every session.



Tools in action

One-to-one discussions

One on one discussions are an intimate form of engagement that can be used to discuss sensitive topics in-depth but also to capture short rapid responses.

How do I use it?

One-to-one discussions can take the form of vox pops or structured/semi-structured interviews.

If you are seeking to engage many people to get feedback on one key issue, then vox pops are effective.

Vox pop:

Prepare a simple open-ended question, that can be easily understood and delivered – do not change the question.

Prepare recording equipment so that you can quickly capture multiple responses.

Choose a busy communal space in an area where your target stakeholders commonly frequent – use the asset mapping tool for this.

Be ready and friendly when you approach the public, think whether your interviewer is appropriate and are they interviewing in the native tongue of their interviewees.

Get as many contributions from a variety of stakeholders as possible.

Structured/semi-structured interviews:

- Develop your questions – keep them open-ended, concise and not leading if possible i.e. not strongly positive or negative.
- Start with simple opening questions before moving on to more sensitive or challenging questions.
- Use terms and language that the participant can understand and is comfortable with, thinking about age, sex, ethnicity, religion, culture etc.
- Use the feedback mechanisms page to determine how to collect the data, if over the phone, notes are good, if in person, a recording device may be better.

Tools in action

One-to-one discussions

How does this help me?

- Allows the engagement to be more flexible in terms of time and location.
- You can discuss sensitive topics in depth as thoughts can be shared anonymously.
- Vox pops can allow you to capture a wider breadth of opinion from people that may be short of time, and phone interviews for those in distant geographies.
- One-on-one discussions can help to build rapport and relationships.

Be aware of:

- Interviews can be time-consuming to prepare questions and carry out.
- If you are discussing sensitive topics with groups, your staff have to be well trained.
- Interviews, particularly if anonymous, can introduce a lack of transparency into the engagement process.

External worksheet

Creating a one-on-one engagement approach will be very specific to your strategy, but these sites provide further guidance on developing vox pops:

BBC, 'How to film a vox pop'

The News Manual, 'Conducting vox pops'

Top tip

Save time

To save some time automatic recording of interviews can be the most appropriate methodology.

Case study

One-to-one discussions: Vox pops for I Love Hackney, UK

Why was it used?

Hackney council, a borough in London, wanted to raise the profile of the work they were doing and promote the borough and its businesses to the wider community.

What did they do

Hackney council retrofitted a black cab (an iconic transport method in the city) to become a video space that could be taken across Hackney whilst videoing people giving their news an innovative way to capture vox pops whilst also raising the profile of the council and their work.

Influencing factors

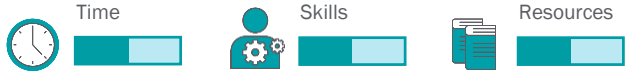
A mode of transport was used which enabled people to give feedback during an activity they would already be doing – therefore not disruptive.

The use of the black cab was iconic and promoted the council every time the vox pops were replayed.

Using a taxi was an easy way to get stakeholder input from a range of areas.

Creative Commons

[30] Hackney Council, Embedding Plan Leadership Through Engagement – a learning guide. Available at: https://www.local.gov.uk/sites/default/files/documents/Embedding%20place%20leadership%20through%20engagement.pdf [Accessed on 25th June 2019].



Tools in action

Small group discussions

These are often used for small conversations around specific topics (also known as focus groups). There are a variety of types: semi-structured, creative discussions, or 'kitchen table' discussions.

How do I use it?

Small group discussions should be organised with members of the community with commonalities or shared interests e.g. neighbours, culture, age etc.

Target your recruitment of participants through existing networks or via community leaders to prevent the discussions going off scope.

The design of the specific activity will vary depending on what specific tool is used, here we explore one example.

Allowing community members to host their own sessions can work well, as they can invite their own friends and neighbours. You may need to train these members to ask the right questions.

Kitchen table discussions:

- Identify a home or informal comfortable space that can replicate a kitchen table e.g. café, staff room etc., and that is quiet and safe.
- Develop a group of less than ten participants.
- Prepare local food (that is representative of the community).
- Develop a designated speaker agreement to enable everyone to speak on the topic e.g. an object that the speaker holds.
- Record everyone's feedback for example, using a wipeable tablecloth that participants can write their ideas and notes down on. It can help to stimulate conversation.

Tools in action

Small group discussions

How does this help me?

- The structure of the engagement and conversation can be tailored to a group's needs, which will make individuals more confident in voicing their opinions in their own community.
- In smaller groups, participants often become more vocal in participating in a discussion.
- Kitchen table discussions can be a good way to build trust as a safe space.
- Walking tours and site visits can enable people to more easily visualise the topics.

Be aware of:

- When engaging a group of community members involving leaders, this may result in individuals adopting their assigned position in the community during the discussions e.g. leaders of a community may feel they can also lead the discussion and are better placed to do so, while those informal members of the community are excluded from discussions.

External worksheet

See the example guide developed by the New South Wales Government in Australia for conducting kitchen table discussions.

Top tip

Transient groups

Smaller group discussions can enable engagement of transient or migrant communities but will require additional support e.g. interpreters.

Get snowballing

These types of discussions are a good opportunity to ask for further suggestions from those present of how the city government can reach out to other stakeholders.

Be flexible

Discussions can be more difficult to control and deviate from the originally planned questions – it's important to be willing to be flexible.

Time Skills Resources

Tools in action

Large groups

Large groups can be a less time-consuming way to engage multiple people and communities at once. They can enable debate or sharing of ideas, and prioritisation of actions.

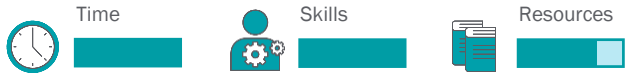
How do I use it?

There are a variety of large group formats e.g. workshops, forums, round-table discussions, briefings, presentations etc. See the following sub-tool pages for a closer look at some of these.

Key similarities are:

- Gather a group that is representative of the community/different sectors/industries – use the representation sampling tool.
- Select a space that is suitable for the activity and is accessible for all individuals – physically and spatially.
- Recruit or train your moderators – there should be at least one person for every ten participants.
- Plan carefully how you will record the discussion – it becomes harder with larger groups. **Documentation is crucial for monitoring the success of your engagement.**
- Multiple sessions may need to be held, in multiple locations e.g. 7 in the evening can work for those 'after work' but may be a difficult time for care givers or parents.

Creative Commons: "ETUG Fall Workshop 2015"



Tools in action

Large groups Citizen consultations

Citizen consultations are processes of governments seeking feedback directly from citizens on a current law or decision to be taken (administrative/project-specific etc.).

How do I use it?

These consultations can be used to ask feedback on a general question of local interest, or on a particular decision to be taken.

Select a group representative of your community using stratification sampling.

If conducting an open discussion, prepare a simple question with probes where necessary (detail-orientated e.g. when did that happen, or elaboration probes e.g. could you tell me more).

If a referendum, make sure there is a clear choice that citizens can make.

Provide briefing material with guidance from your expert witness to ensure the information is balanced.

See consultation mechanisms that can be used to overcome these challenges.

Large groups Decision boards

Community-led forums or boards create non-confrontational environments for neighbours and community members to understand each other's views. Citizen assemblies are similar to community forums, but participants are expected to come to a decision on a topic.

How do I use it?

Stakeholders participating in an assembly should not be invited through an open call as is often done with community meetings, but rather a range of stakeholders should be invited that are representative of the local demographics .

The preliminary stages of an assembly or forum are contained to stakeholders receiving an overview of the issues, and hearing from expert witnesses.

You should look for an expert witness panel that can offer diverse perspectives and input impartial experience to the discussion.

It is important to provide clear relevant facts, that set the context and ensure that all participants have the same level of relevant knowledge.

The rest of the time is then spent for deliberations, with a final decision being reached by consensus or vote.

Tools in action

Large groups
Participatory budgeting

Participatory budgeting is a mechanism to allow citizens to be involved in the process of deciding how local government funds are spent to enable local communities to prioritise key investments and generate a greater understanding of the governance process.

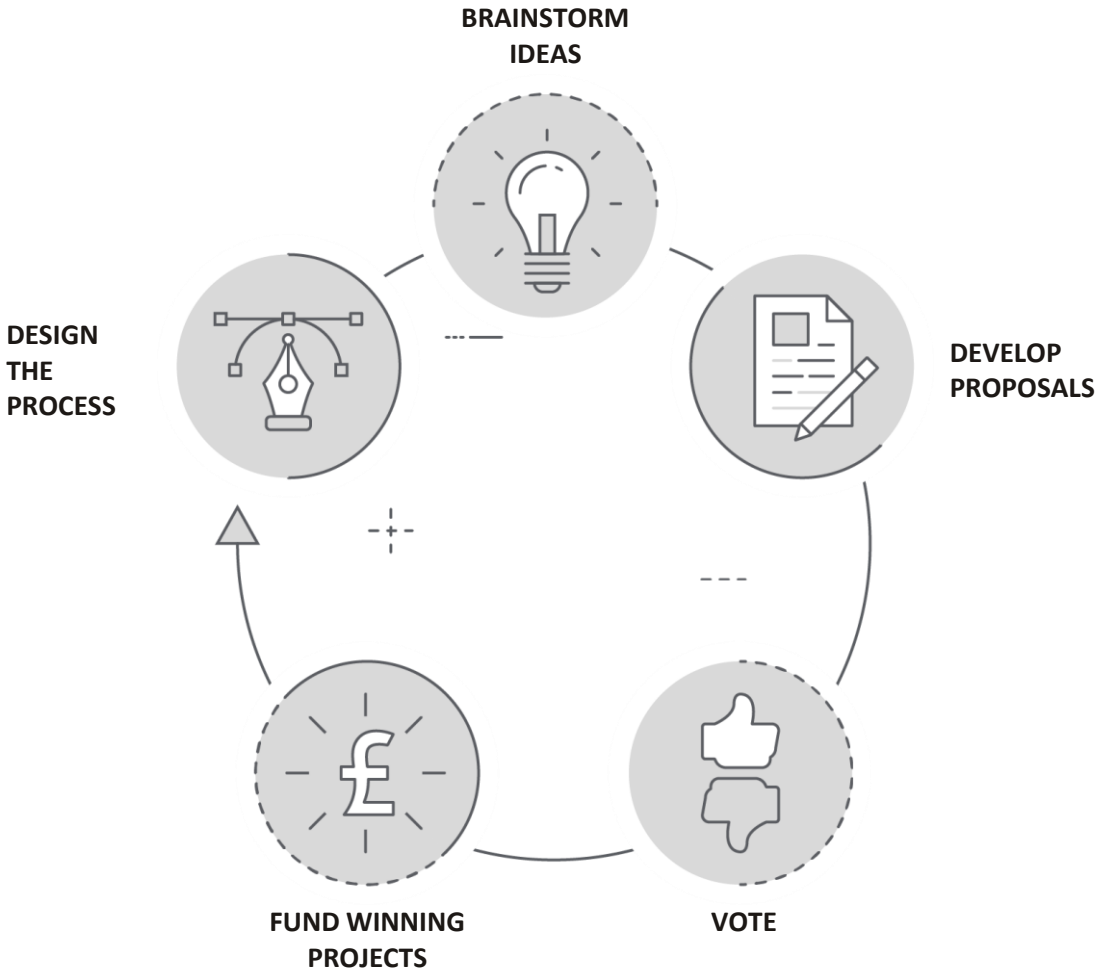
How do I use it?

There are many different approaches to participatory budgeting, from one off uses to oversee a project spend, to consistent input to a funding board or body for city-wide spending.

Often a percentage of the city-budget is set aside e.g. 1-2% and a call is put out to community organisations or individuals to propose projects to receive funding or vote on a selection of projects already available, as shown in the figure box.

Participatory budgeting allows all citizens to vote, and does not restrict citizens based on their age, background or legal status.

Effective participatory budgeting is organised in part by community groups and ideas/projects spread through local and informal channels at the grassroots level to reach these people.



Participatory budgeting, How does PB work? Available at: https://www.Participatorybudgeting.Org/what-is-pb/. [accessed on 19th June 2019].

Tools in action

Large groups

How does this help me?

- Large discussions particularly citizen assemblies enable group conversations between citizens of diverse backgrounds who may have different views. Having citizens with more diverse backgrounds can also increase access to a greater variety of knowledge and expertise.
- The process can also help citizens by giving them a chance to practice their own decision-making skills and have a greater insight into the local governance process.
- Involving citizens such as young people on decision-making boards can build long term, sustainable relationships, and validate the opinion and perspective of young people.
- Participatory budgeting is one of the most effective forms of large group involvement as participants can easily see tangible outcomes.

Be aware of:

- Particularly vocal participants in large groups can act to exclude others. Having well trained facilitators and smaller break out groups can reduce this risk.
- If you are engaging groups of different ethnic backgrounds, large group meetings may be intimidating if not conducted in their native language. For these groups it is better hold small discussions in the community or one-on-one interviews.

External worksheet

See page 30 of this document for an example workshop on TOD from the World Bank.

Top tip

Free flow

Be wary of controlling the discussion too much, particularly around contentious issues as it may put further strain on the government – community relationship.

Case study

Large groups
Citizen's assembly, deliberation of Irish abortion law, Ireland

Why was it used?

To discuss proposed changes to the Eighth Amendment of the Irish Constitution on abortion, due to a political deadlock on the issue.

What did they do

In 2016, 99 citizens were randomly selected and chosen to meet over five weekends, to discuss and deliberate on a number of issues that had reached political deadlock, including changing the law on abortion. Their final report led to a referendum in May 2018 on the issue, 'repeal and replace' in which all regions bar one voted in favour of altering the amendment.

Influencing factors

The 99 citizens were selected randomly "so as to be broadly representative of Irish society" considering age, sex, social class, and geographic distribution.[31] There was significant evidence presented from a range of sources - participants heard from 25 experts and reviewed 300, of 12,000 submissions from members of the public and interest groups. [32]

[31] The Citizens' Assembly, 2017. First Report and Recommendations of the Citizens' Assembly: The Eighth Amendment of the Constitution. Pp. 39.

[32] Palese, M., 2018. The Irish abortion referendum: How a Citizens' Assembly helped to break years of political deadlock. Source.

Creative Commons

Case study

Large groups
New York City myPB, USA

Why was it used?

New York City developed participatory budgeting to experiment with power and impact of grassroots democracy in delivering better services for its community. The programme has been running continuously for 8 years.

What did they do?

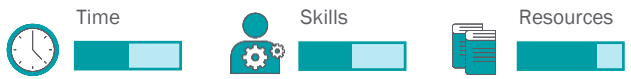
All citizens over the age of 11 can participate in developing spending proposals covering community improvement projects, from schools to public housing to public spaces. Volunteer budget delegates help them to develop the proposal and garner support from their community. The community votes on these proposals. Since 2012, residents of New York have voted on spending $210 million on 706 projects. [33]

Influencing factors

To increase transparency with this process and reduce the administrative burden, cities such as New York have developed interactive data tools, such as myPB, to communicate to stakeholders the voting outcomes on projects, the progress information on winning projects and where money has been allocated.

Creative Commons

[33] New York City Council, Participatory Budgeting. Available at: https://council.nyc.gov/pb/. [Accessed on 18th August 2019].



Tools in action

Surveys

Surveys are a flexible method for gathering feedback but are highly structured so are limited in generating discussion with your stakeholders.

How do I use it?

As with other types of stakeholder engagement the first step is to clearly identify what outcomes you expect.

When developing your survey, try to focus on one of these outcomes/issues – introducing multiple ideas on a survey can be confusing.

The survey should open with a short introduction to the project with simple language which is easy to understand – it should be able to stand alone with no verbal explanation.

Make sure your questions aren't biased, and your tone is objective – this will make sure that you will get the most honest answers from your community.

Surveys can come in many forms: in person, online, polling etc.

Use the method that suits your resources, although online surveys can be easiest to analyse afterwards.

To encourage people to fill in your survey you may need to support it with some campaigning or incentives.

How does this help me?

Surveys are non-confrontational (if designed correctly) and allow for anonymity, which can encourage more honest feedback.

Surveys are less time and resource consuming, both for the designer and participants, who fill it in in their own time.

Surveys are a transparent form of engagement as there is a clear record of feedback.

Be aware of:

Respondents may be wary of providing feedback if it isn't clear how and why it will be used – this could be mitigated by a clear introduction and by personally distributing surveys.

Having structured questions limits the discussion and exploration of topics, therefore should be seen as a complementary tool to further engagement.

Top tip

Save time

To ensure that you optimise on saving time through the use of a survey, where possible try and digitise it so that the results can be easily analysed afterwards

Supporting material

If stopping passers by it can be more successful if interactive maps or plans are used/ accompany the survey.

Recording

To save some time automatic recording of interviews can be the most appropriate methodology.

Link to Worksheet

Case study

Surveys
Community outreach in Miami-Dade County, USA

Why was it used?

Miami-Dade Country partnered with the City Innovate Foundation to work towards three key objectives for their transport system: (1) enable multimodal trip planning with one pavement to achieve a seamless transit experience, (2) narrow the digital and economic divide, enabling equitable access to transportation, (3) analyse existing data to find actionable insights to improve mobility.

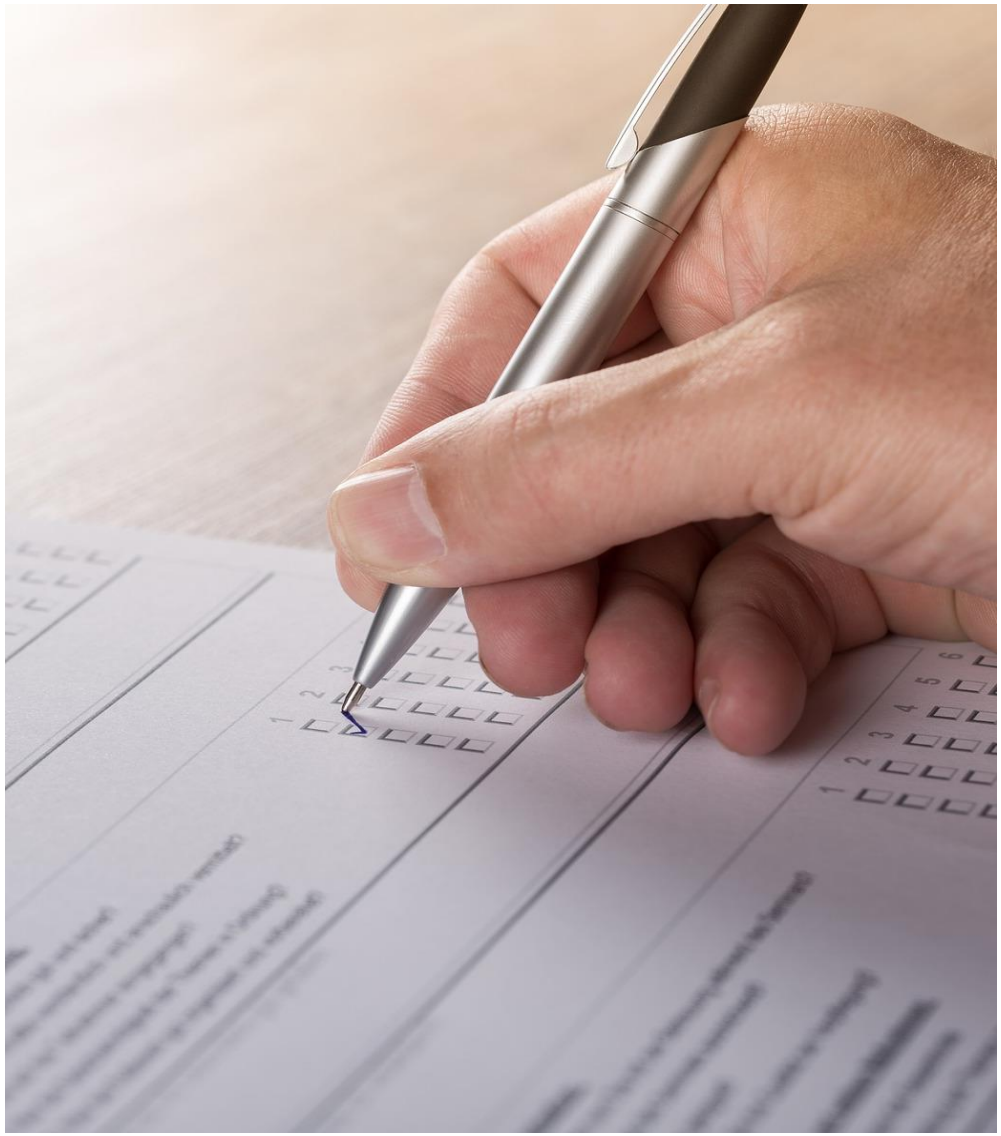
What did they do

The County partnered with the organisation Neighborland and used their online platform to pose an open-ended question from the Department of Transportation and Public Works: How can we improve Miami-Dade's transportation network? Citizens could both respond to this question by submitting a proposal or vote on a potential proposal. After 45 days, 435 responses had been received which could be grouped into six broad categories.[34]

Influencing factors

The question was posted on the Neighborland website and was shared via a number of social media channels. However, the website was offered in English language only, this further excludes already hard to reach groups in the development of the transit system. The survey was only offered online, excluding any who do not have access to the internet. Once voting on an idea has begun, those receiving the most votes are shown at the top of the online platform, thus biasing those ideas that were submitted earlier on in the process.

[34] City Innovate Fund, 2016. Urban Mobility Collider: Open Backend Integration Playbook. Source



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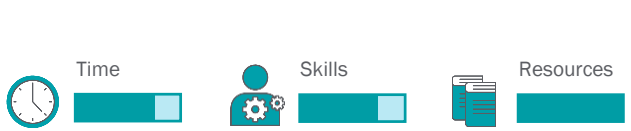


Tools in action

Digital platforms and applications

Online tools are being increasingly used as a measure to encourage dialogue and increasingly by cities to allow citizens to submit ideas for plans and policies to foster co-creation.

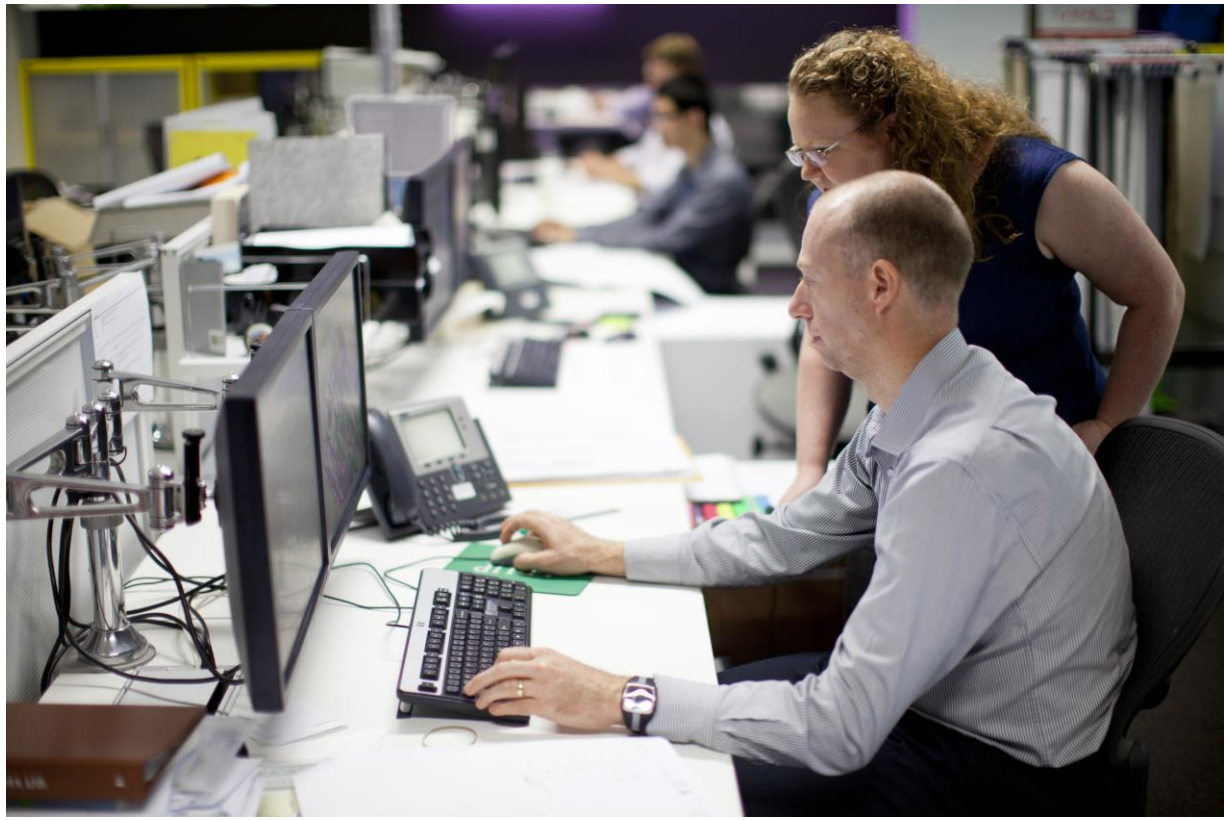
How do I use it?

There are different ways that online tools can be used, whether developed by your own team or outsourced to a specialist team, e.g. to develop surveys, crowdsourcing applications, community forums, analysis of community data using artificial intelligence (A.I.), for example.

Case studies are presented here to give examples of potential online tools, but some commonalities to think about are:

- Consider using videos and audio clips to make the site more engaging.
- There should be a maintained archiving or reporting system.
- 80% of all web traffic is generation through social media, a link via website and direct web traffic. Therefore, it is crucial that these avenues are in place.

Depending on the capabilities of the platform being used there are many shortcuts to easily sifting and analysing data to be used for future engagement, e.g. spam prevention, de-duplication, geolocation, voting analysis etc.



Credit: Arup

Tools in action

Digital platforms and applications - crowdsourcing

A city government can use online crowdsourcing in a similar way to private companies, to source ideas for local development.

How do I use it?

Although crowdsourcing can be conducted in person, it is most effective as an online tool.

- A landing page, which depending on the specificity of the project, provides details of the exact scope of any proposed development. Do not underestimate the ability of local citizens to process complex data and statistics.
- Community members submit ideas on the platform for improving their area or development.
- A set form contains information that citizens will need to provide in their submission e.g. description, estimated cost, impact, geographic location etc.
- Community members can then vote on ideas submitted.
- Although citizens come up with the solutions, the government can still retain some level of control through the crafting of the 'competition' including the way designs are chosen and the level of commitment to implementing all aspects of the design – although cities should be careful of further disenfranchising local citizens .

Top tip

Reducing resources

It can be cheaper to develop the platform through an external party who often already has a structure in place.

Next steps

You need to be clear about the process for taking forward the ideas submitted and selected, will they be sent to a department? Will the government fund so many ideas?

Tools in action

Digital platforms and applications

How does this help me?

- Online tools can be used to both generate dialogue and for insights and analytics.
- Using an online tool is useful for geographically isolated groups.
- If your plan is city-wide it is a very effective way to meet a large diverse audience at a lower cost.
- People have been generally found to be more willing to participate in online rather than in person planning deliberations.
- These methods are more impactful with young people e.g. on the CitizenLab platforms, 45% of participants are under 35.

Be aware of:

- Online tools should not be used if only a small percentage of people have access to a computer.
- Open forums have been shown to lead to confrontational discussion due to the anonymity- therefore you may have to put risk management practices in place e.g. moderators.
- There is concern that digital tools may alienate communities from each other, losing the benefits of spontaneous face-to-face interaction.

Top tip

Bonus points

Voting patterns and behaviour can be linked to demographic data, thus you are also mapping your stakeholder groups and interest.

Simple is best

Online surveys can be challenging for those with poor literacy skills to write long answers – ensure there are alternative forms of engagement e.g. voting or rating process.

Monitoring and updates

Have a dedicated page that accompanies the survey/poll etc you are using for community members to revisit after the engagement has ended to receive updates on the project.

Case study

Online/digital tools
Refugee Info Hub, Online

Why was it used?

In 2015, up to 7,000 refugees were arriving on the Greek Islands daily. With few belongings, many carried with them only legal documentation and, for the first time in a crisis like this, their phones. Unfortunately, the little information that was available to them online was usually outdated, inaccurate, or in a language they didn't understand.

What did they do

The International Rescue Committee, Mercy Corps and Google created Refugee Info Hub: a mobile site for NGOs to provide refugees with reliable, up-to-date information in their native language. Now, three Signpost sites have been developed: Refugee.Info in Europe, CuentaNos in El Salvador and Khabrona in Jordan -- reaching over 1 million users. [35]

Influencing factors

Refugee Info Hub was designed to use as little data and battery power as possible. (For example, the white on black design uses up to 40% less battery). And using Google Docs as the backend CMS allows NGOs on the ground to easily keep it up to date. In just 36 hours, the site was up and providing accurate information to refugees.

Creative Commons: New arrivals in Greece, Steve Evans

[34] Google Creative Lab London. Refugee Info Hub. Available at: http://www.hanatanimura.com/refugeeinfohub [Accessed on 25th July 2019]

Case study

Online/digital tools
Use of artificial intelligence (A.I.) for urban planning, Israel

Why was it used?

Zencity is an example of an independent platform used by cities, to better understand the needs of its citizens through the use of A.I. and data science.

What did they do

Zencity was used by the City of Modi'in in Israel to prioritise spending on its local green spaces. Over a four-month period Zencity used A.I. to aggregate resident-generated data on social media, local news sources etc to analyse what topics or services were being discussed in relation to the park .

Influencing factors

The use of A.I. enabled Modi'in to hear from a broad range of residents in real-time and on an ongoing basis. Therefore, as you begin to implement your plan or policy you can track the perspectives and views of the residents and respond to them far more quickly. [35]

[35] Zencity, 2019. How the City of Modi'in Tracked the Performance of a Public Space and Planned Ahead Using Zencity. Source.

Modi'in Park, courtesy of Zencity

Time Skills Resources

Tools in action

Arts and culture

This is a broad category of engagement and can include photography, mapping, theatre, dance, multi-media, murals, cooking etc. It enables an exploration of people's values and thoughts through creative mediums that may be a representation of their culture.

How do I use it?

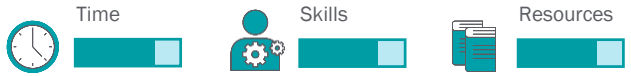
Considering your objectives, is there a particular space or theme that you want to explore the impact of for the community?

Using your networks mapped out in the mapping and analysing module, identify potential partners to develop a creative outreach programme around your theme/space e.g. galleries, resident artists, muralists, poets, musicians, universities, NGOs etc.

With these partners identify a safe, neutral, community space that can be explored for artistic use – if you haven't already.

The event or piece of art you create may be temporary but there should be a legacy element – so begin to think about the long-term impact, how can the art be preserved e.g. through capacity building, through cultural protection etc.

Credits: Arup



Tools in action

Arts and culture Storytelling

Storytelling is a powerful form of engagement that can be used to share ideas and stories through experiences.

How do I use it?

This can be done in various forms but can be used to share information and ideas in a particularly engaging and rich manner.

It can be used in conjunction with backcasting (working a plan backwards from your end goal) , so when you are developing a plan or policy and wanting to understand what future scenario its citizens want to see, or when prioritising investment.

A story is crafted around the future that citizens want to see. Similarly, to a story key characters, conflicts and resolutions can be identified.

Emotive language and visualisation can be used to tell the story, this is a particularly effective way to communicate where there are language barriers, or you are working with young people to convey their experiences e.g. it has been used in refugee camps extensively.

Arts and culture Open mic night

Open mic nights are an informal form of engagement that does not generate direct feedback but can be a safe space to discuss a range of topics or even personal experiences of citizens in your city.

How do I use it?

This can be a way to generate conversation about an area in an informal setting, it can either be singing, debating or spoken word. A theme could be set e.g. what is your favourite aspect of an area – this may depend upon where you are in a plan/policy development.

As these are informal, often personal, expressions of opinion then you should avoid having too many government officials present. Are there partner organisations from the community that could attend?

Tools in action

Arts and culture

How does this help me?

- Using arts can open up engagement for those with poor literacy or verbal communication skills e.g. young children, or just those that feel separated from the traditional governance process.
- An effective creative engagement process can build capacity and trust within communities by creating an environment for members to work together.
- It celebrates the diversity and culture of a city and therefore makes citizens invested in how it will change.

Be aware of:

- The artistic process is a difficult one to obtain formalised feedback from, and therefore should not be used if you are seeking specific responses within a short time frame.
- This engagement requires well trained individuals to ensure sensitivity towards local culture and history.
- Before the hosting of an event or the unveiling of a space it can require significant time to develop relationships with the right partners, skills and plan to preserve the legacy of the project.

External worksheet

See this example storytelling sheet that you can use with your residents to explore the impact of potential developments/changes to their area.

Top tip

Artist in residence

Having an artist in residence throughout the plan's development brings local context to the process and a sense of continuity.

Take a step back

Involve the community at the beginning of the project to ensure ownership, they could decide the medium, the scope and the location of the art work.

Case study

Arts and culture
Pedestrianisation of Calle Bandera, Chile

Why was it used?

Local authorities had sought to do something with a 400-yard section of Bandera Street in downtown Santiago, which covered about four blocks, after it was closed to traffic for the nearby construction of the new Line 3 of the Santiago Metro, an element of the city's sustainable transportation strategy.

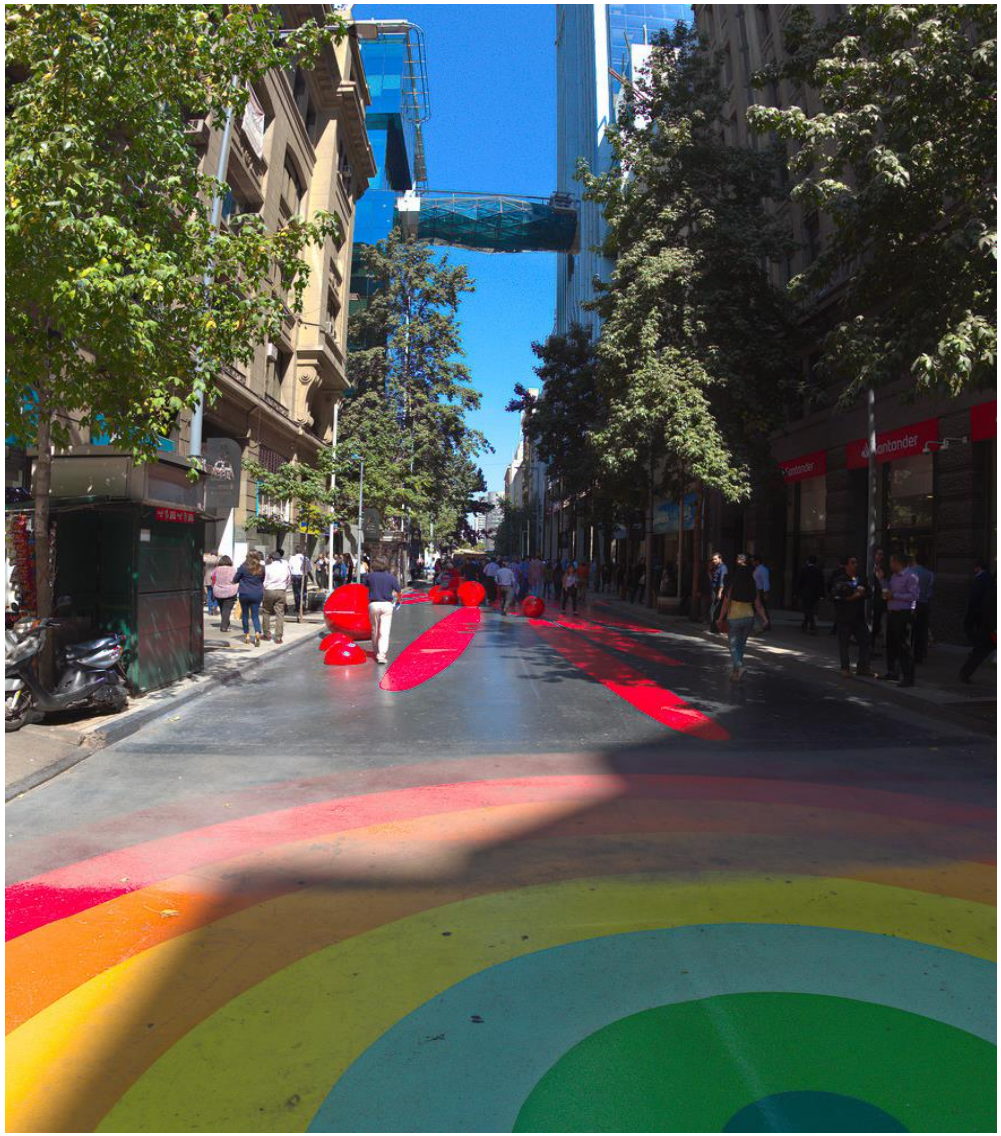
What did they do

A young Chilean artist, Dasic Fernández, collaborated with 120 other community members to create murals and artistic displays along one of the most congested and iconic streets in the centre of the Chilean capital so that it became a colourful promenade in just 30 days. Following the pedestrianisation of the street, footfall increased by 325%, increasing from 27,000 to 88,000 people per day. Commercial sales increased around 20% and 96% of users are happy with the intervention. As a result, at the end of August 2018 it was announced that Calle Bandera would remain pedestrianised. [26]

Influencing factors

The proposal was visually innovative, but it was also attractive from a commercial standpoint. The Municipality of Santiago did not have to finance the project or provide additional funds. The entire project was financed through payments made by various brands to make their logos visible on the Paseo, where tens of thousands walk through each day. With the money from these private companies, Fernández was able to close the space to cars and buses, buy the materials, and pay for the expenses of transforming, painting and intervening in Calle Bandera.

[36] Echenique, D., 2018. Turning a Busy Street Into a Work of Art in Santiago. Source.



Creative Commons: Calle Bandera, Ricardo Zettl Kalkum

Time Skills Resources

Tools in action

Community training and co-design

Community training and participation programmes can build capacity, develop skills and enable greater community ownership of future projects or engagement. Community education may include participatory research which can build more understanding of how local governments develop policy.

How do I use it?

Before you begin community training or co-design it is important to understand the potential skills or gaps in knowledge that your stakeholders have.

You can use the self-assessment tool first presented in the 'Vision setting' module to work with your stakeholders to identify their skills and resources.

Identify with your team the gaps in your knowledge of a certain area and how your community could help support you in plugging these.

Schools and academic institutions can be the gateway to reaching stakeholders and working with them. Use these networks to create key outcomes together and a structure to the programme

Co-designing can be a long process for both you and your stakeholders so avoid committing to undertaking this exercise unless you intend to include the work in your final project or plan.

Creative Commons

Tools in action

Community training and co-design - Co-mapping

Mapping in conjunction with your stakeholders is an effective method in documenting previously unrecognised stakeholders and understanding the movement and communication of people around the city – an important consideration when identifying climate vulnerability.

How do I use it?

If the purpose of the activity is to build capacity, then a training programme or participatory task e.g. community mapping could be used.

Select an area to map, it will be either relevant to your project or your stakeholders.

Evaluate your resources and current skills of your stakeholders as that will determine what style of mapping to use e.g. ephemeral, online and free software e.g. OpenSource, technical e.g. ESRI.

If the community has been engaged before in this type of process, then it could be community-led or co-led.

Mapping can be about understanding the physical space, but you can also put questions to participants about how they feel about the space e.g. safe or not.

Provide copies of the final map to all participants for transparency.

Community training and co-design - Trainer residents

Citizens can be very effective at engaging their own communities in driving behaviour change or action on climate change. Providing them with the necessary skills and resources to undertake this work can relieve your resources and result in more innovative approaches.

How do I use it?

As part of community training programmes, you can educate residents to lead their own information sessions and workshops e.g. citizen assemblies.

This can be done by independent experts, whereby the government acts as the funder or provider of resources but is not seen as directly influencing residents, these are referred to as train-the-trainer sessions.

Or alternatively if time is limited, residents can partner with community-based trainers or academic institutions to co-facilitate sessions.

Tools in action

Community training and co-design

How does this help me?

- Community training is an opportunity to build networks with local academic institutions.
- This process is a two-way process that brings about direct benefits to the community and builds community champions.
- As citizens increase their knowledge of the governance and decision-making process they become more understanding of the challenges faced by their city government.

Be aware of:

- The process of community engagement can be time-consuming, particularly in seeing clear results. However, it can improve long-term relationships with your community and build trust for future projects.
- There is no clear immediate impact often directly on a project or plan, and therefore it should be considered as a foundation building exercise for a longer-term impact.

External worksheet

Youthscore is a tool for children and young people to use to evaluate their neighbourhoods and places for youth friendliness. Conduct your own youthscore here.

Top tip

Set expectations

Participants need to understand the expectations and objectives of the activities that you run. Trust can be damaged in community relationships by over-promising the amount of involvement or resources that can be dedicated.

Simple is best

Online surveys can be challenging for those with poor literacy skills to write long answers – ensure there are alternative forms of engagement e.g. voting or rating process.

Follow-up and monitoring

Revisit the stakeholders you engaged with, at the end of the process to understand the impact it has had e.g. increasing their involvement in outreach activities.

A focus on

Gamification

Climate change is a complex topic with indiscriminate and sometimes unpredictable impacts, which can make it difficult to be understood or by all those in society.

Gamification is the use of a gaming platform to communicate complex ideas such as climate change through play.

With young people growing up in a digital age, gamification is a particularly successful community participation approach with this group of stakeholders.

For example, Tralalere and Universcience and France Television Education created the Energy 2020 game for young people to encourage more responsible and efficient behaviours in response to energy consumption. The result was a 20% increase in awareness and knowledge of climate change and renewable energy in young people that used the tool .

Gamification is highly successful due to its ability to communicate complex knowledge through an informal means. Using video and visual support can be highly effective, particularly with those young people who have limited education or capacity.

Engagement of young people i.e. 15-24 in climate change action is particularly important, as they will experience the most extreme effects of inaction.

Effective inclusion of young people is particularly important for establishing a long-term legacy of positive engagement, as they develop positive attitudes towards the process and can become agents of change themselves to collaborate and work with their communities and rest of society into adulthood.

The effective engagement of young people can build long term resilience, as they are able to meet their own subsistence needs, which builds social capital and empowers them politically through improved cohesion and increased innovation in economic and politically unstable environments.

Arup: Building The City – ‘Future of’ Workshops

Case study

Community training and co-design
Free to Be map, Australia

Why was it used?

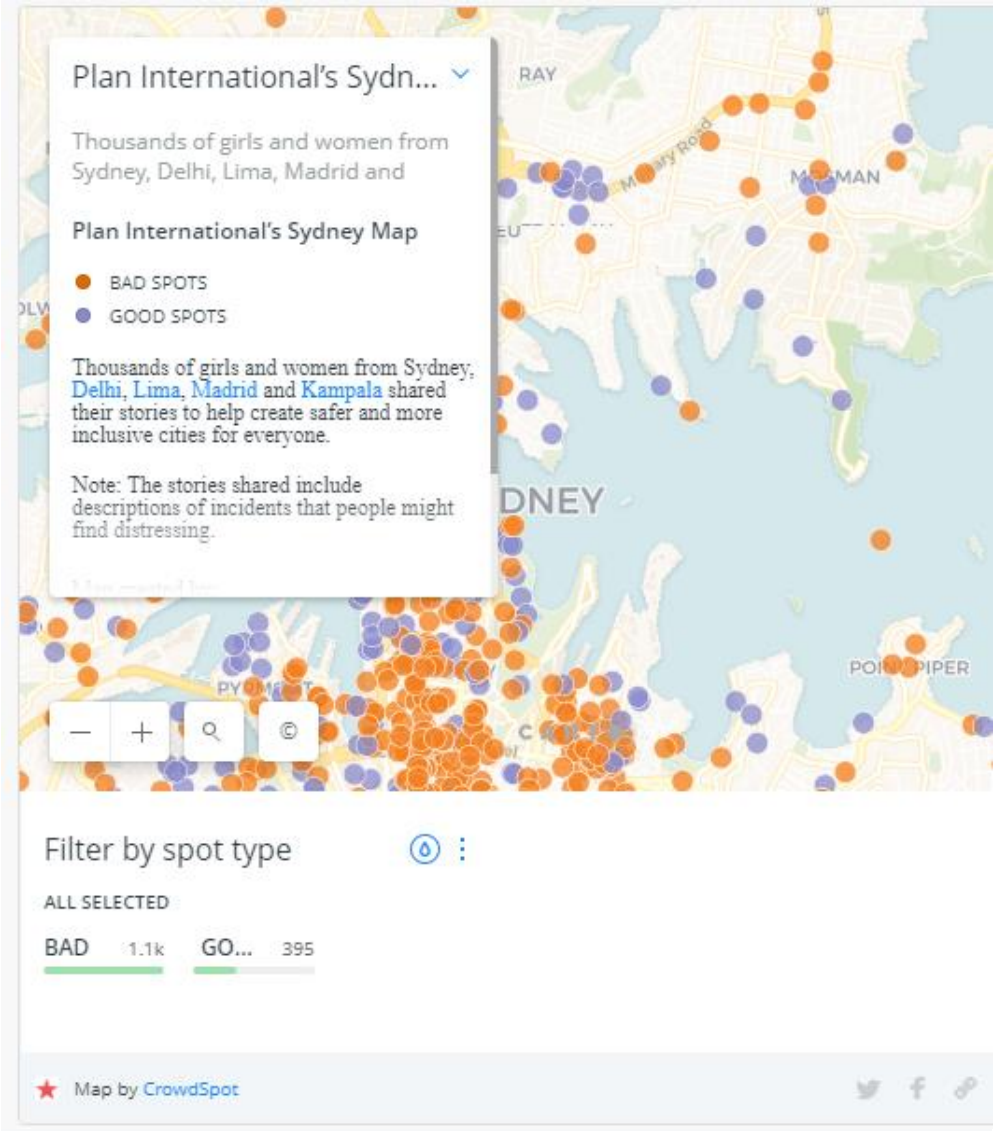
Melbourne, Australia has seen cases of gendered-based public violence against women in recent years but with 80% of sexual harassment and assault never reported it is difficult to collect the necessary stories or statistics to bring about change.

What did they do

In 2016, the Free to Be project provided a web-based app for women to 'drop a pin' in places where they felt safe and unsafe in the city. The app has mapped submissions from 4000 women which has enabled the visualisation of hotspots for harassment, and in the future the city government can design safer and more inclusive urban spaces.[39]

Influencing factors

The app was anonymised which allows women to submit personal accounts of harassment in a non-judgemental, neutral space. This mapping exercise can unite the community through common experiences and reduce the feeling of isolation many women can feel. Having a map as an output can more clearly convey the trends and patterns in harassment to government and city officials that are not immediate when examining stories on a case by case basis.



Plan International: Example of Free to Be map, Australia

[39] Kalms, 2019. To design safer areas for women, city planners must listen to their stories. Source.

Case study

Community training and Co-design
Paris climate volunteers, France

Why was it used?

In March 2018, Paris adopted their new climate plan and sought city-wide support of proposed actions. To achieve its targets it needs to see significant change in citizen behaviour.

What did they do

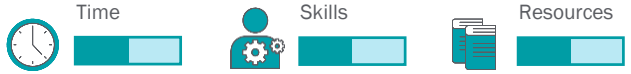
In 2018, the city put out a call for climate volunteers to help necessitate the ecological transition required and received over 15,000 applications. These volunteers can have varying levels of involvement. They can simply adapt their lifestyle choices to align with the climate action plan ambitions e.g. eating less meat, undertake more active cycling. They can act as 'knowledge brokers' sharing recommendations of climate actions that their colleagues, neighbour and friends can take. They can even set up their own projects locally. They can actively participate in governance bodies within the city e.g. citizen consultations or counsels. [40]

Influencing factors

The city maintains regular contact with their volunteers through the distribution of a monthly climate newsletter, which goes out to the wider community who have shown interest in climate issues. The city government has provided hands on training to citizens to build their capacity and awareness e.g. of food waste collection and recycling.

Creative Commons

[40] Paris, Etre Volontaire du Climat, c'est quoi? Available at: https://www.paris.fr/participez/agir/volontaires-du-climat-agir-face-a-l-urgence-6675 [Accessed on 24th June 2019].



Tools in action

Information events

This is a form of engagement intended to inform stakeholders rather than encourage active participation. Such outreach can be done alongside other forms of engagement and can be an ongoing process throughout the approach.

How do I use it?

Examples of information events include an exhibition, information centre, information session or briefing. The type of event will depend on which stakeholders you are trying to reach.

For example, for a smaller, more targeted group, an information session might be undertaken.

Select a neutral, community space that can be open 7 days a week - it should be accessible by public transport and on foot.

Make sure that the displays are in all languages of your local community.

Add accompanying maps and images where possible to help citizens more clearly understand.

If the information being provided is of a technical nature, partner with a local academic group to check this first and build their support.

Consult with local cultural groups to ensure that the language used is respectful particularly if talking about historical events.

Tools in action

Information events

How does this help me?

- There is no possibility for open dialogue and discussion of what has been presented – although often they are used for this reason, where community members have low interest and influence.
- When presenting information about your project/plan, to be objective make sure you also present the potential risks and what you are doing to reduce these.

Be aware of:

- There is no possibility for open dialogue and discussion of what has been presented – although often they are used for this reason, where community members have low interest and influence.
- When presenting information about your project/plan, to be objective make sure you also present the potential risks and what you are doing to reduce these.

Top tip

Be objective

Make sure the information you present is facts-based and objective – get multiple reviewers to read it if you are unsure.

Other formats

If presenting written information consider specific formats other than just translations e.g. braille, large font etc.

Gathering feedback

Although the purpose is to inform, for these types of events it is important to provide a method for visitors to provide feedback such as a survey.

Case study

Information events Earth Hour, China

Why was it used?

Earth Hour is a global phenomenon started by WWF in 2007 whereby individual, communities and cities are encouraged to reduce their energy consumption for one hour to raise awareness of the loss of biodiversity.

What did they do

In China in 2019, lights on all emblematic landmarks including Beijing's Olympic Towards, the Oriental Pearl Tower in Shanghai and Wuhan's Yellow Crane Towers were turned off for Earth Hour. This switching of lights was accompanied by a wider public education campaign whereby these cities hosted themed exhibitions and galleries about climate change. This led to the highest levels of participation of the Chinese public online and offline since the concept started, particularly important as China is due to host next year's United Nations Biodiversity Conference. [41]

Influencing factors

The use of iconic buildings not only acted as a publicity campaign for the public events, but also demonstrated the government's commitment to the movement and to leading by example. The country used the fact that they were hosting the UN Biodiversity Conference the following year to generate interest and support for the events.

Creative Commons

[41] Xinhua, 2019. Many Chinese cities turn off lights in global relay of "Earth Hour". Source.

Tools in action worksheet
Stakeholder database

Project name		**Begin date**		**Version number and page number**	
Project description		**End date**		**Date prepared**	
Register owner		**Duration**		**Author**	

Stakeholder register

Summary									Contact details		
No.	**Stakeholder**	**Role**	**Communication channel and type**	**Interest**	**Impact potential**	**Expectations**	**Comments**	**Hard-to-reach group**	**Address**	**Email**	**Phone**

Tools in action worksheet
Survey

Effectiveness checklist

Survey name	Clear introduction	Objective questions	Participant answers potential to be anonymised?	Follow up contact details?	Accessible e.g. translated	Compatibility with post-survey analysis systems e.g. MS Excel	Survey effectiveness rating
1	Yes	Yes	No	Yes	No	Yes	4

Next steps

Your implementation

Use this sheet to continue building your stakeholder engagement plan.

Tool 2.

Add your first Implementation tool here

Time taken Time taken

Resources. Y/N **Skills.** Y/N

Staff/Partners

Staff/partners: (e.g. Department of Transport)

Feedback mechanism: (e.g. recording, online survey)

Tool 2.

Add your first Implementation tool here

Time taken Time taken

Resources. Y/N **Skills.** Y/N

Staff/Partners

Staff/partners: (e.g. Department of Transport)

Feedback mechanism: (e.g. recording, online survey)

Tool 2.

Add your first Implementation tool here

Time taken Time taken

Resources. Y/N **Skills.** Y/N

Staff/Partners

Staff/partners: (e.g. Department of Transport)

Feedback mechanism: (e.g. recording, online survey)

Tool 2.

Add your first Implementation tool here

Time taken Time taken

Resources. Y/N **Skills.** Y/N

Staff/Partners

Staff/partners: (e.g. Department of Transport)

Feedback mechanism: (e.g. recording, online survey)

Next steps

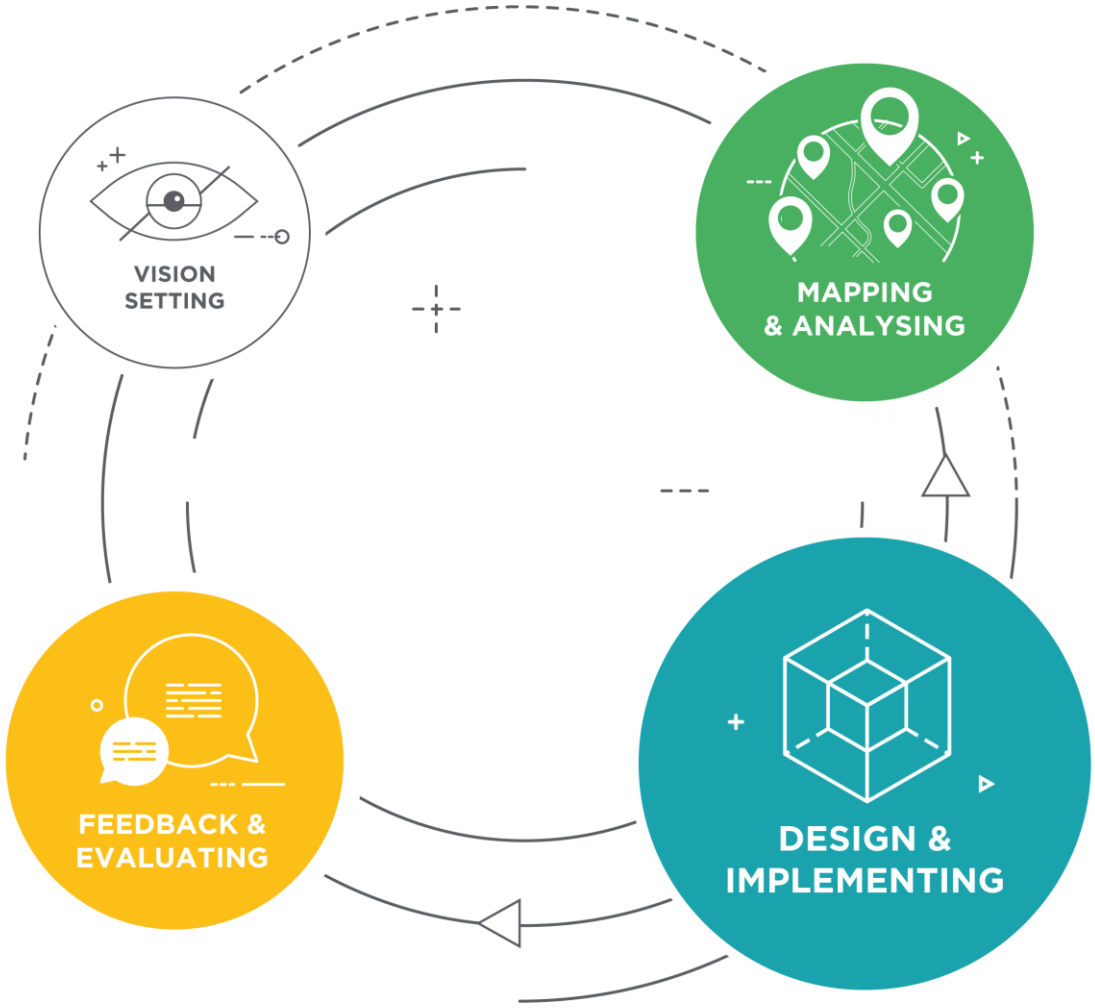
Pathways

Mapping your stakeholders

Has the engagement process with your stakeholders revealed more stakeholders that you were not previously aware of e.g. through referrals. You may now want to revisit the mapping module to analyse these stakeholders further.

Feedback and evaluating

Have you just revisited the vision setting section to remind yourself of SMART targets and what your key objectives were? Now you're ready to return to your evaluation activities



05

Feedback and evaluating

An important step of any stakeholder engagement process is to evaluate its impact in achieving your objectives and in strengthening the relationships between your city government and local community.

Evaluating the stakeholder engagement process you have carried out is important to improve and build on it to continue moving forward with your city's ambitions. It should help you understand what is effective, what is not and how it can be changed and improved for the future.

In this module, you will learn how to:

- ☐ Identify your evaluation approach and the purpose.
- ☐ Capture your outcomes and feedback– using a 360-degree approach.
- ☐ Evaluate your outcomes and engagement impact using your defined approach.

Introduction

Evaluating engagement for climate action

Climate change is a significant crisis facing our societies and our cities and will require the implementation of many new and bold policies, actions and investments. You will need to work together with your community time and again to identify new opportunities for sustainable development.

Feedback and evaluating should occur across four areas to ensure that through each engagement activity you are moving towards a more inclusive climate action approach:

Process

Was the engagement strategy delivered and implemented in line with what had been planned? Was the process inclusive?

Involvement

Were those community members involved that are influenced by either the policy or climate change impacts?

Outcomes

Were the intended outcomes achieved? This may include contributing to the wider outcomes of the climate action policy. At the same time, evaluating the outcomes of your engagement strategy captures the evolution of the relationship between you and your community.

Capacity

Were your staff and the community supported in their delivery of the engagement programme? Did the community gain a greater understanding of climate change, its impacts and your climate policies?

Credits: Arup, Miriam Kennedy, Raghu Ramkumar

Introduction

Health Check

Before we begin evaluating the process so far, let's take a moment to check whether we have finished with the engagement stage.

Y/N	I have engaged with the groups/individuals I intended to?
Y/N	I have updated my stakeholder database with how these community members have been engaged?
Y/N	I have been gathering feedback through the engagement process using the communication mechanisms identified e.g. face to face or through a feedback form?
Y/N	I have let my community members know how I have used their insights and what the next steps are?

Not quite ready?
Designing and Implementing

Introduction

Key tasks

There are a number of key steps that you should follow to reflect on your stakeholder engagement process.

Capturing outcomes

Capturing outcomes is an ongoing process when you engage with your stakeholders – and the preliminary steps have been outlined in the feedback mechanisms section.

Conduct an internal review with your team to identify the success of the engagement process and outcomes achieved e.g. through open discussion, feedback forms/surveys.

Evaluate feedback

Develop a core evaluation group, including different representatives of groups engaged. For some groups e.g. marginalised you may have to invest in specific training or capacity building efforts to ensure effective participation.

Use 1 of the tools suggested to develop a framework for evaluating your process and outcomes against key objectives..

Share your findings

Take what you have learned and feed it back into your engagement procedures to improve it for next time.

Share the findings with all your internal staff and incorporate them into training to shift best practice behaviour to common practice.

Top tip

Anecdotal evidence
Combine the feedback you collect with anecdotal stories of success and failure to supplement the evaluation process.

Thinking circular
This module should not be considered a final step, you can use the tools presented to evaluate your progress throughout the engagement process.

Allow discussion
If feedback on the engagement process is critical allow your teams to openly discuss this and how it can be approved – avoid a blame culture.

Tools in action

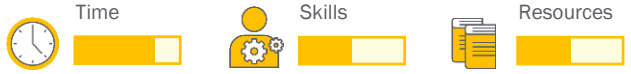
Tools

There are a few tools that can be used to evaluate the success of your stakeholder engagement approach.

A 360-degree evaluation approach where feedback is collected from all participants, is considered the most beneficial, and therefore we would recommend using all the tools listed if you have the time and capacity to do so.

Some tools will require you to go back to your stakeholders to gather feedback and therefore it would be useful to let your stakeholders know when you first engage with them that you will be wanting to follow up to seek their feedback. This also demonstrates a commitment to long term stakeholder engagement and a willingness to continually improve the process.

Tool	Description	Time	Skills	Resource	Worksheet
Stakeholder database tracker	Management tool – Update your original stakeholder database on the level of participation				
Lessons learnt log	Management – To record the key lessons and outcomes from the evaluation process				
Outcome evaluation	This approach maps your outcomes against your initial objectives to determine if they have been achieved				External
Process-based evaluation	This approach uses internal staff and stakeholders to evaluate the process of engagement				External
Participatory evaluation	This is an evaluation of the process of engagement rather than the impact or outcome of the activities.				



Tools in action

Stakeholder database

Stakeholder Database is distinct from the other tools presented in this chapter and should be seen as an overarching management tool to be used throughout the strategy.

How do I use it?

The stakeholder database was first introduced in the mapping module and is one of the most important tools to manage your engagement strategy.

The stakeholder database was first introduced in the mapping module and is one of the most important tools to manage your engagement strategy.

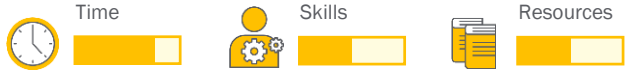
Now the engagement process has ended it is another chance to look back over the database:

- To check if all your stakeholders have been engaged and in the way that is appropriate for their level of interest and influence. Update the original database to track the level of engagement of each of your stakeholders
- Have their expectations of the engagement process been met?
- If you haven't collected feedback from them now is the time to reach out.

Project name		**Begin date**		**Version number and page number**	
Project description		**End date**		**Date prepared**	
Register owner		**Duration**		**Author**	

Stakeholder register

Summary									Contact details		
No.	**Stake-holder**	**Role**	**Communication channel and type**	**Interest**	**Impact potential**	**Expec-tations**	**Comments**	**Hard-to-reach' group**	**Address**	**Email**	**Phone**
Example	Mrs Bridge	Community member	Face to face	●	●●	Project to be in budget	Strong Networks	Example			



Tools in action

Lessons learned log

A lessons learned log is a management tool that can be used to document the key findings from the evaluation process.

How do I use it?

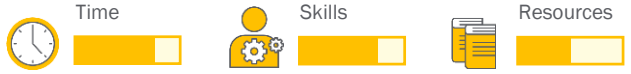
This log should be used across the three tools presented here (outcome evaluation, process-based evaluation, and participatory evaluation) to document the feedback from your different stakeholders.

The comments section of the stakeholder database can also be transferred from the stakeholder database to capture information collected throughout the process.

To easily analyse your feedback, you should start to code the lessons learned log e.g. communication challenges, resourcing challenges, absence of engagement etc.

This will then form part of the review process in the vision setting stage of future stakeholder engagement processes.

Date recorded	Subject	Context	Stakeholder comments	Recommendations	Owner
23.09.2019	Feedback gathering	Large group – citizen consultation on new wind turbine	Feedback was only gathered from certain groups	Ensure multiple feedback processes –during and after consultation	Caroline González



Tools in action

Outcome evaluation

Outcome evaluation measures short and medium-term outcomes to understand the extent to which your stakeholder engagement objectives have been achieved.

How do I use it?

The outcome evaluation process can be conducted at the end of the community engagement period, but the data collected to aid the evaluation should be done so throughout the programme.

Revisit and remind your staff about the objectives and SMART targets of your engagement programme – these may have changed throughout the programme so make sure they are updated.

Use the five evaluation measures (appropriateness, effectiveness, efficiency, impact, sustainability) to develop key evaluation questions for developing and assessing your outcomes. Some examples are given in the figure box.

Use the key evaluation questions to review the outcomes either through an internal review process or with an external reviewer – this may depend on skills and capacity.

Capture the answers in the lessons learned log.

Measure	Potential questions
Appropriateness	To what extent did the programme appropriately meet the needs of your stakeholders? – thinking about interest and influence Were the methods used culturally appropriate – this can also include gender, age, ethnicity etc? You can determine this by looking at who was engaged and whether they gave sufficient inputs into the programme
Effectiveness	To what extent did the outputs from the engagement process contribute to your objectives and the overall project aim? Are participants satisfied that they were engaged sufficiently, and their feedback valued?
Efficiency	Was the engagement strategy delivered within the time and resources available? Were staff sufficiently trained and resourced to complete the engagement?
Impact	Has the engagement strategy led to a change in behaviour/ relationship between the government and the local community?
Legacy	Is this programme intended to be repeated or institutionalised? Is there sufficient funding in place to support further delivery of this stakeholder engagement strategy?

Tools in action

Outcome evaluation

How does this help me?

- An outcome-based evaluation approach is an opportunity to check if you achieved what you set out to.
- It is a transparent way of assessing the impact of your stakeholder engagement as you define your objectives prior to the evaluation.

Be aware of:

- An outcome evaluation process does not allow for improvement during the process.
- Contacting stakeholders for feedback may be challenging if you have not prepared them that you will be seeking this feedback.
- Defining the outcomes can be challenging and not immediately obvious. An impact assessment may be more appropriate that looks at the longer-term impact 1-2 years after the programme.

External worksheet

Adapt the Australian Government Stakeholder Engagement Toolkit 'Template 7: Evaluation' for an example exercise sheet.

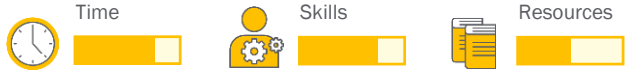
Top tip

Get everyone involved

The evaluation process can involve both your internal teams and your community and is a good way to compare whether expectations have been met.

Internal vs external

Part of the evaluation will be to ask your own staff the success of the strategy. For this it may be best to get an external reviewer in to gather their feedback while providing anonymity.



Tools in action

Process based evaluation

A process-based evaluation looks at whether the engagement activities you planned to carry out are being implemented as intended (not their eventual outcome). This helps you to identify whether the engagement strategy is flawed or whether the execution of the strategy was the problem.

How do I use it?

A process-based evaluation assessment should occur throughout the stakeholder engagement programme e.g. after each engagement activity.

This assessment process is likely to be qualitative and will involve an internal review by your project staff.

Similar to the outcome evaluation, you can use the key evaluation measures (appropriateness, effectiveness, efficiency, impact and legacy) to develop key evaluation questions for assessing the process. Some examples are given in the figure box.

Use the key evaluation questions to review each of your key engagement activities or after key milestones with your project staff.

Capture the answers in the lessons learned log.

Measure	Potential questions
Appropriateness	To what extent did the programme appropriately meet the needs of your stakeholders? – thinking about interest and influence Were the methods used culturally appropriate – this can also include gender, age, ethnicity etc? You can determine this by looking at who was engaged and whether they gave sufficient inputs into the programme
Effectiveness	To what extent did the outputs from the engagement process contribute to your objectives and the overall project aim? Are participants satisfied that they were engaged sufficiently, and their feedback valued?
Efficiency	Was the engagement strategy delivered within the time and resources available? Were staff sufficiently trained and resourced to complete the engagement?
Impact	Has the engagement strategy led to a change in behaviour/ relationship between the government and the local community?
Legacy	Is this programme intended to be repeated or institutionalised? Is there sufficient funding in place to support further delivery of this stakeholder engagement strategy?

Tools in action

Process based evaluation

How does this help me?

- Assessing the process of stakeholder engagement is important to be able to reproduce a successful strategy.
- This evaluation can help you to better understand how you can effectively resource and manage a future stakeholder engagement programme.
- It fosters an environment of continual learning and ensures that you can correct any issues while still achieving your objectives.

Be aware of:

- A process-based evaluation process can be time-consuming as it is conducted at the same time as engagement activities.
- It can be difficult to determine the success of the engagement process until it is completed.
- Your staff may not be familiar with this type of self-evaluation therefore preliminary training will need to be undertaken.

External worksheet

Adapt the Australian Government Stakeholder Engagement Toolkit 'Template 5: Implement and monitor' and 'Template 7 Evaluation' for an example exercise sheet.

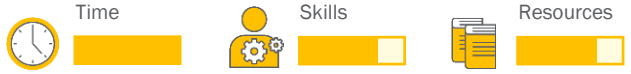
Top tip

Get everyone involved

A process-based evaluation should be carried out with project and internal staff, but you should seek to get those from all levels including leadership involved to generate real institutional change.

Regular meetings

Set up weekly meetings with your project staff to evaluate the process, this will create structure and consistency to the evaluation procedure.



Tools in action

Participatory evaluation – community scorecards

Participatory evaluation is the involvement of stakeholders in evaluating the engagement process and the services you have provided. Here, community scorecards are presented as an example of participatory evaluation.

How do I use it?

Community scorecards are traditionally used by members of a community to present which services they want improved and why, However, it can also be used to score the engagement process.

A pre-meeting with the community is organised by an external supporting organisation, e.g. an NGO, to set out the concept and issues, and build buy-in. In this meeting key items the community should be aware of are outlined, e.g. objectives of government engagement, or key policies.

Scoring is carried out by the community, and using a self-evaluation scorecard, you can also score your engagement process to enable clearer identification of where there are discrepancies between what you and the community think.

The community should host an internal meeting with their supporting organisation to consider how to present their scores, comparing them against the input matrix.

The scores are shared and discussed between you and your community with key actions and comments noted in the lessons learned log.

Score No	Criteria	Scoring icon	[Or] Scoring symbols
1	E.g. Attitude of government staff during engagement....	☹☹	•
2	E.g. Made to feel valued during engagement....		

Tools in action

Participatory evaluation – community scorecards

How does this help me?

- Evaluation undertaken by your citizens provides insight into the engagement process and its outcomes beyond what you may be able to identify.
- This is an inclusionary process that demonstrates respect for your stakeholders and a genuine intention to involve them in improving your city.

Be aware of:

- The use of this tool requires further engagement of your stakeholders needing more time and resources then a purely internal review.
- It may create more tension or conflict between yourself and your community, this can be mitigated by laying out a clear process for addressing the issues including a feedback process.

Exercise sheet

The exercise sheet presents two scoring options e.g. using facial icons or symbols, select the one that is culturally appropriate and easiest to use by your community.

Some example criteria have been provided – but you can develop and add your own.

Top tip

Look for solutions

Follow up with your communities and their scores to look for solutions to improve the engagement activities.

Follow up

Some feedback can be negative, so the scoring process should be followed up with a period of open dialogue to allow you to unpack and discuss the views in more detail, so they can be actioned.

Timing is not set

You can undertake this activity before the engagement and again afterwards, to compare whether there have been improvements in the engagement process that has been undertaken.

Case study

Participatory evaluation
Community scorecards in Nigeria

Why was it used?

In Yelwan Durr, a low-income rural community with limited access to safe water, a pilot community scorecard exercise was hosted by WaterAid, to examine the limitations in community engagement and why they still had limited access to water compared to nearby communities.

What did they do

The scorecard exercise was conducted by the village with support from WaterAid. This process revealed that the community had not seen any benefits from a recent local government authority action to improve water access.

Revealing this to the authority resulted in the establishment of a Water and Sanitation Unit with dedicated funding, this has allowed not only for repair of a broken borehole but acceleration of the electrification scheme, and construction of a maternity centre. [42]

Influencing factors

The exercise was conducted in parallel with the local government authority to also facilitate a discussion around perception of facilities and engagement.

The scorecards were not intended to be an absolute score but create an opportunity for dialogue and development of next steps.

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[42] Ryan, P., 2008. Stepping into action: The second report on Citizens' Action for accountability in water and sanitation. Source.

Tools in action worksheet
Stakeholder database

Project name		Begin date		Version number and page number	
Project description		End date		Date prepared	
Register owner		Duration		Author	

Stakeholder register

Summary									Contact details			Summary
No.	Stakeholder	Role	Communication channel and type	Interest	Impact potential	Expectations	Comments	Hard-to-reach group	Address	Email	Phone	Assessment of engagement

Tools in action worksheet

Lessons Learnt Log

Date recorded	Subject	Context	Stakeholder comments	Recommendations	Owner

Very good
Neither good nor bad
Poor

● Very good
♦ Neither good nor bad
◘ Poor

Tools in action worksheet

Community scorecards

Instructions

The community scorecard should be able to be used by anyone, including those that have poor literacy skills, instead of using numbers to score icons or symbols can be used – those which can be universally understood or explained verbally in local languages.

Score No	Criteria	Scoring icon	[OR] Scoring symbols

Next steps

Your evaluation

Utilise this sheet to continue building your stakeholder engagement plan.

Your key objectives

1.

2.

3.

4.

Tool 1.

Add your first Evaluation tool here

Feedback Gathered	From whom	**Outcome Base Evaluation.**	Y/N
Time taken	Time taken		
Staff/Partners	**Resources.** Y/N	**Skills.**	Y/N

Add your staff and partners here

Assessor External/Internal

Tool 2.

Add your first Evaluation tool here

Feedback Gathered	From whom	**Outcome Base Evaluation.**	Y/N
Time taken	Time taken		
Staff/Partners	**Resources.** Y/N	**Skills.**	Y/N

Add your staff and partners here

Assessor External/Internal

Tool 3.

Add your first Evaluation tool here

Feedback Gathered	From whom	**Outcome Base Evaluation.**	Y/N
Time taken	Time taken		
Staff/Partners	**Resources.** Y/N	**Skills.**	Y/N

Add your staff and partners here

Assessor External/Internal

Next steps

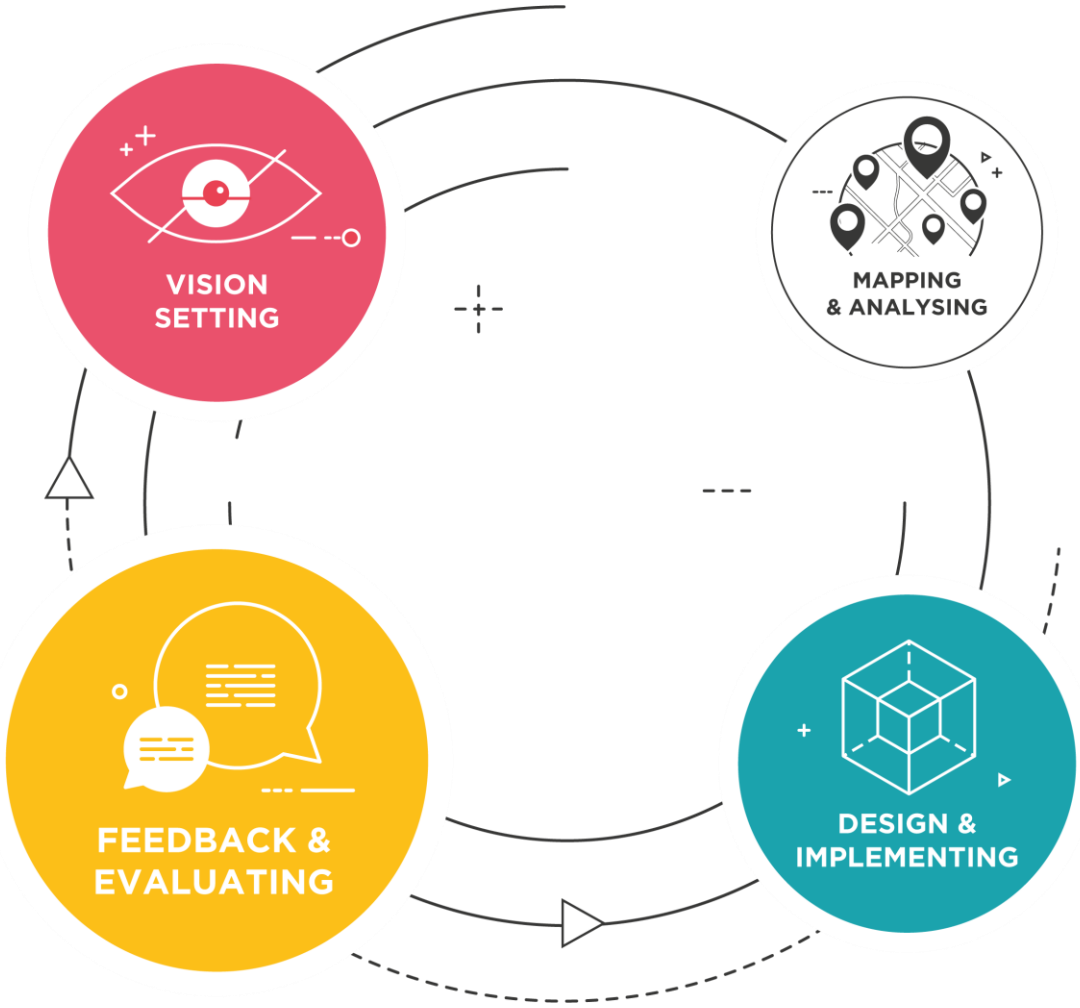
Pathways

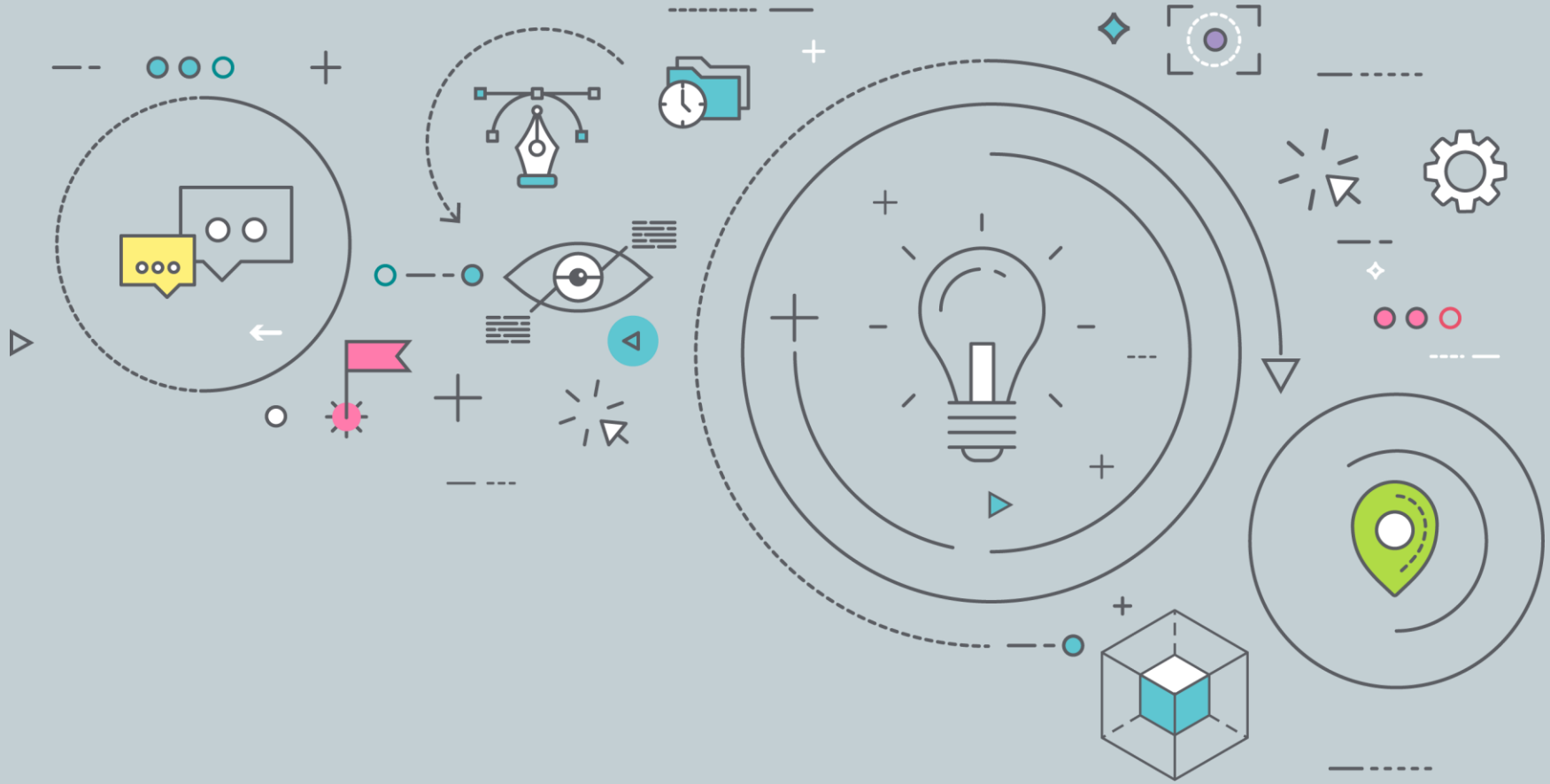
Vision Setting

Even though the strategy is complete you may have further engagement activities to carry out as part of later stages of your climate plan/ policy. Incorporate your findings and learnings from the evaluation of your engagement strategy into developing an improved vision for the next engagement process.

Designing and implementing

If you are carrying out a process-based evaluation, you may have found some corrections to the engagement process that you can still implement as the engagement is ongoing.





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Appendix

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