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Working effectively with local stakeholders using available data for climate and energy action



This solution was compiled through a grant from Google.org to guide local governments on “How to effectively work with local stakeholders” in the framework of a series of activities that aim to help local governments demystify the process of translating data into climate action, resulting in cities across the globe developing more strategic and more effective climate change mitigation projects.

DISCLAIMER

All cities are unique. The Solution provides guidance on general conditions, which may not correspond to the existing conditions in your city or jurisdiction. The consultation and use of this solution does not waive the need for the Local Government to assess the feasibility in the local context in its city or jurisdiction, prior to implementation. Please note that the impacts, benefits, and co-benefits indicated are generally valid but may not materialize in particular circumstances.

ABOUT SOLUTIONS GATEWAY

[Solutions Gateway](#) is an online resource platform for Local Governments where they will be able to find possible Low Emissions Development (LED) Solutions for their cities.

In the context of the Solutions Gateway, Solutions are processes, or groups of actions, which Local Governments can implement to deliver climate change mitigation results and enhance local sustainable development. Taking an integrated approach, and focusing on Local Governments usual responsibilities and roles, Solutions include core actions as well as enabling and multiplying actions essential to maximize their effectiveness and efficiency. These include policy, regulatory, governance, capacity building, awareness raising, stakeholder engagement, etc.

ABOUT ICLEI – LOCAL GOVERNMENTS FOR SUSTAINABILITY

ICLEI – Local Governments for Sustainability is a global network working with more than 2,500 local and regional governments committed to sustainable urban development. Active in 125+ countries, ICLEI influences sustainability policy and drives local action for low emission, nature-based, equitable, resilient and circular development. ICLEI's Members and team of experts work together through peer exchange, partnerships and capacity building to create systemic change for urban sustainability.

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This Solution addresses decision-makers in municipalities responsible for energy and climate action planning and implementation. Is directed to local governments that are exploring or have already decided to upscale the local stakeholder's engagement for robust and effective climate and energy action in their jurisdiction.

1. INTRODUCTION

Climate change is a global problem with local impacts. Its complexity requires the involvement of stakeholders at different scales [1]. It is a problem that encompasses all sectors of society and where coordination necessary across different policy areas [1]. In addition, local and regional data allows for more precise understanding of policy needs and impacts, allowing for informed planning of effective local climate action. As an example, the uncertainties and scientific knowledge on the effectiveness of renewables, requires the involvement of all stakeholders, including indigenous stakeholders to define informed workable solutions [1]. The uncertainty related to environmental justice, who the victims are, which are the causes of the problem, and where resources should be allocated needs to be assessed through an inclusive approach [1]. This will allow the incorporation of different thinking and value judgements of those who are affected by the problem and/or may have influence over it, thus enhancing the legitimacy of the decision-making process [1].

Climate and energy action aims for transitional changes within specific subsectors as a result of an interaction of different actors from the political level, civil society and business pursuing a common goal [2]. Bringing together the right stakeholders with the necessary resources and data, along with an effective management of the complex cooperation system, constitute key factors to successfully implement climate action measures [2].

Stakeholders' engagement is a decisive element for effective climate and energy action planning including the implementation of goal-oriented measures [2] supported by data driven solutions. Subnational and municipal climate action planning requires a well-structured process for involving local stakeholders across sectors which represent the citizens, local businesses, associations, utilities, and the public administration [2]. Only active stakeholder involvement can foster a sense of ownership for achieving the goals of climate action supporting the long-term commitment of the affected stakeholders [2].



1.1 RELEVANCE

Countries worldwide experience the effects of climate change, while greenhouse gas emissions (GHG) increased more than 50 percent relative to 1990 emissions [3]. Global warming is causing long-lasting changes to the climate system, which threatens irreversible consequences [3].

Average annual economic losses from climate-related disasters are estimated in hundreds of billions of dollars [3]. This is not to mention the human impact of the climate-related disasters, which between 1998 and 2017 caused the death of 1.3 million people and left 4.4 billion injured [3].

Climate governance helps local governments to leverage opportunities and overcome barriers for climate action planning and implementation [4]. It also supports effective stakeholder engagement to influence national and subnational policies, secure financing, attract political support and deliver complex cross-sectoral actions [4].

Countries need to decarbonize their economy as a milestone to achieve the emissions reduction targets established in the Nationally Determined Contributions (NDCs). Communities are also looking for empowering and meaningful opportunities to act against climate change [5]. Many people are engaging at a household level and exploring on how to work together, as a community, to reduce emissions [5]. Stakeholder engagement allows people across the country and sectors to take action on climate change, distributing responsibilities and creating a sense of ownership among the local community [5]. Data transparency ensures an effective strategy is in place and can increase confidence levels of other stakeholders and authorities

1.2 MAIN IMPACTS

- Reduce emissions
- Build resilience
- Decrease vulnerability to the effects of climate change
- Improve the effectiveness of informed decision-making processes, by gaining better insight into potential equitable outcomes, solutions to conflicts, and effective planning [6]
- Strengthen the resources of involved groups, by increasing awareness, confidence, skills, and cooperation [6]
- Improve the sustainability of any initiatives, by increasing the quality of decisions and their acceptance amongst stakeholders [6]
- Make decision making processes more transparent [6]
- Raise mutual understanding between citizens and administration [6]
- Consider ideas, concerns, and everyday knowledge [6]
- Improve the knowledge basis [6]
- Positive influence on planning processes as it increases acceptability [6] and climate and energy data availability



Effectively engaging stakeholders leads to more socially, environmentally, and economically sustainable outcomes through:

- Realistic understanding of the problems and issues [7].
- Recognition of the systemic nature of “the way things work” — inter-relations between economic, social, and environmental dimensions [7].
- Greater social acceptance, support & reduced conflict [7].
- Potential for creative and equitable solutions [7].
- Potential savings of time and money in the long run [7].

1.3 BENEFITS

- **Participatory initiatives are more likely to be sustainable:** compatible with long-term development plans, these initiatives build on local capacity, knowledge and data, creating ownership” of the decisions taken and supporting compliance [8].
- **More effective decision-making processes:** working together with local communities and their data can help the decision makers to better understand the communities and their needs [8]. Communities can also influence the decision-making processes for a more effective climate action based on the local context [8].
- **Strengthen communities and build adaptive capacity:** raising awareness of community challenges and working together to find informed solutions increases the potential to reduce vulnerabilities, enhances confidence and supports cooperation [8]. It empowers people and organizations to tackle the challenges individually and collectively [8].
- **Stakeholder participation in planning:** a participatory process to set priorities and express preferences in decisions that affect people’s lives can improve the equity in decision-making and provide informed solutions to conflict situations [8].
- **Cost-effective process in the long term:** even if stakeholders’ engagement may take longer than other processes, is more likely to be sustainable and cost-effective because the process allows the ideas to be tried, tested, and refined before adoption [8].



1.4 SUGGESTED INDICATORS FOR MONITORING RESULTS

QUANTITATIVE INDICATORS

- Number of local ownership initiatives.
- Total number of local ownership projects and engaged sectors.
- Number of project/initiatives meetings and attendance levels.
- Number of stakeholders per sector (e.g. Energy, transport, waste).
- Number of stakeholders by type (e.g. private, academia, business).
- Number of Stakeholders per level (e.g. national, state, local government).
- Enhancement of stakeholder and implementing institution relationship.
- Number of direct climate action strategies/projects beneficiaries.
- Percentage of different groups attending meetings (e.g. women, academia, indigens) [9].
- Numbers of local leaders and governmental staff assuming positions of responsibility [9].

QUALITATIVE INDICATORS

- Interest of stakeholders be involved in decision making at different stages [9].
- Increasing ability of stakeholders to propose and undertake actions [9].
- Interaction and contact among different stakeholders and organizations [9].
- Level of communities influencing local politics and policy formulation [9].
- Interlinkages in the government or political bodies with relation to integrated climate and energy action [9].

1.5 TYPICAL LOCAL GOVERNMENT ROLES

- | | |
|----------------|-----------------------|
| • Policy maker | • Role model |
| • Regulator | • Financial Supporter |
| • Advocator | • Co-coordinator |
| • Planner | • Service provider |



2. INTEGRATED SOLUTION OVERVIEW

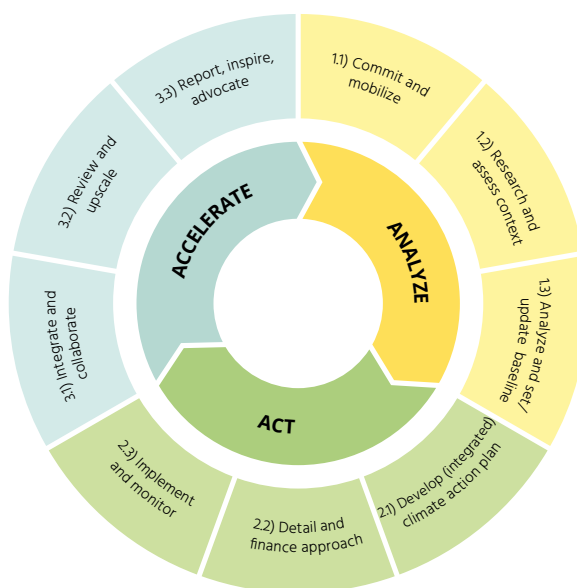
| | Enabler Actions | Required Actions | Multiplier Actions |
|-----------------------------------|--|---|--|
| Policy | <ul style="list-style-type: none"> Decentralization of the institution for moving away from state control to include other actors in the decision-making process. Introduction of incentives to stakeholders who are willing to enroll in climate and energy action and reporting on emission reduction. Multilevel policies to encourage public-private partnerships. Review of the existing arrangements of the stakeholder engagement and find scope of improvement. Enhance cross-sectoral engagements. | <ul style="list-style-type: none"> Support programs focusing on inclusion of stakeholder engagement in energy and climate action initiatives. Develop a framework for stakeholder engagement participation through the provision of pathways and financial supports to participate in climate and energy action. Develop a framework of a transparent decision-making system regarding climate and energy action. Clearly define the stakeholders roles and responsibilities to avoid any future misunderstanding. | <ul style="list-style-type: none"> Adopt a target to increase the number of climate and energy actions in the city. Adopt a target to decrease the GHG emission in the city. Track impacts and benefits of local climate action. Co-creation of policy embedded knowledge sharing systems. |
| Stakeholders and Awareness | <ul style="list-style-type: none"> Identification of relevant stakeholders within various sectors (local community, researchers, investors, industry, NGOs, etc.). Educating on the climate emergency and advertisement on the stakeholder engagement on climate and energy action besides informing them on the importance of data to plan climate actions. | <ul style="list-style-type: none"> Form a committee with the identified and selected stakeholders from different domains. Prepare a stakeholder engagement plan for each potential stakeholder. Employ a broad range of participatory tools at various stages of the decision-making process [10]. Develop an online forum for the stakeholders to input ideas and individual plans on climate and energy action. Foster trust, respect, and ownership. Create a unit with professional communicators. Well-planned and implemented communications can effectively enhance awareness of, and support for, the climate agenda [4]. | <ul style="list-style-type: none"> Revise the stakeholder engagement plan along the way to accommodate new learnings through the process. |

| | Enabler Actions | Required Actions | Multiplier Actions |
|--------------------------|--|--|---|
| Governance | <ul style="list-style-type: none"> Establishing a climate change governance body with the aim of providing oversight and coordinating the implementation of climate actions between stakeholders [4]. | <ul style="list-style-type: none"> Ensure effective oversight of all the projects. Ensure all key partners are represented, with buy-in. Provide the necessary resources centrally, deal with potential barriers, particularly in relation to asset transfer of projects (contracting and legal issues, risk management and planning). | |
| Capacity Building | <ul style="list-style-type: none"> Mapping exercise to identify the already existing capacity-building programs. Create cross-agency coordination through the development of working groups. This helps to establish consistent approaches across sectors and encourages agencies that are less engaged or knowledgeable to learn good practices from those who are leading. | <ul style="list-style-type: none"> Hire experts in the local government body. Set up a unit of capacity building in the local government body. Develop a platform of experts, offering guidance on the climate and energy action plan, helping to make the right decision. Design training and workshop according to the skill set for specific target group (the range of targeted group varies from rural community to professionals). Share knowledge through education, training and awareness-raising programs and initiatives [12]. Determine the quantity and Allocate fund for capacity building from the annual budget. | <ul style="list-style-type: none"> Develop a platform with published good practice case studies for collaboration and knowledge exchange. Plan and execute forums; develop, distribute, and analyze research; and use various forms of media to keep stakeholders informed about clean energy innovation and programs [11]. |

| | Enabler Actions | Required Actions | Multiplier Actions |
|-----------|--|--|--|
| Technical | <ul style="list-style-type: none"> Developing city-specific reporting procedures and indicators to track measures and their impact. | <ul style="list-style-type: none"> Advise and prepare proposals for the application of environmental management. Analyze and achieve agreements and mechanisms for operating environmental management instruments. Prepare solutions of environmental problems and conflicts. Develop proposals of environmental projects and plans [4]. Provide technical assistance to plan for and launch innovative and financially sustainable projects that reduce energy use and greenhouse gas emissions in the municipal, residential, and commercial sectors [11]. Provide training on data collection and data management for GHG inventory. Prepare a booklet with guidelines on data collection for GHG inventory. | <ul style="list-style-type: none"> Centralize a reporting platform to share data on GHG emissions inventory, energy consumption, installed renewable energy capacity. Introduce incentives to those who reports in the reporting platform. Monitor the data annually. |
| Finance | <ul style="list-style-type: none"> Review existing lending/ investment procedures. Review of existing donor funds. | <ul style="list-style-type: none"> Manage the overall Climate Budget process as part of the city's fiscal budgeting [4]. Prepare climate budget in collaboration with other departments (e.g. Environment, Building and Transport) [4]. Convene annual conferences to review budgets [4]. Establish a procurement strategy [4]. Issue reports on progress and manage reallocation of budgets as needed [4]. | <ul style="list-style-type: none"> Develop and implement strategies to flood-in more private-public partnerships. |

3. WORKFLOW /PROCESS PHASES

ICLEI's GreenClimateCities Handbook for Local Governments presents the Measuring, Reporting, Verification (MRV) tool which can be useful for a solid workflow. It is a 9-step process in 3 phases (Analyze-Act-Accelerate) outlining how climate risks and vulnerabilities can be assessed and options to achieve low-to-zero emissions development and climate adaptive development can be identified and integrated into urban development policies, plans, and processes [13].



3.1 ANALYZE

3.1.1 COMMIT AND MOBILIZE

- Local government's commitment to cut down carbon emissions.
- Commitment to scale up climate and energy actions, linked with empowering people making the most of their local resources.
- Set up an institutional unit to work for the commitment.
- Identify the local stakeholders (local communities, NGOs, investors, landowners, educationalist, technical experts) and start an early engagement process. 7 stages of the process flow of stakeholder engagement are described below:
 - **(Stage 1) Planning:** Identify basic objectives and problems to address along with the prioritization of key stakeholders [14].
 - **(Stage 2) Understanding the needs of the stakeholders:** Identify the problem importance, the legitimacy of the stakeholder's interest and their impact power [14]. Understand the potential synergies, relative to the wants and needs, the motivation, objective, and mutual issues, to help the stakeholder's prioritization [14].
 - **(Stage 3) Preparing internally to engage:** Dedicate time and resources to identify possible commonalities between the organization and the stakeholders – identify possible ways, win-win situations and internal advocates [14].
 - **(Stage 4) Building trust:** Different stakeholders have different levels of trust and willingness to trust [14]. Recognizing this is important to define the interaction strategies according to the existing and needed level of trust [14].
 - **(Stage 5) Consultation:** For overall success it is important to achieve:
 - a. Fair representation of all stakeholders [14].
 - b. Provide information and proposals responding to the stakeholders' expectations and interest previously identified, not just information responding to internal objectives and activities [14].
 - c. Contextualize information to present a detailed and holistic picture [14].
 - d. Provide complete background information for stakeholders to draw fair and reasonable conclusions [14].

- e. Be realistic in negotiations with possible trade-off of expectations, needs and objectives, will help to reach agreements and build trust [14].
- f. Include mechanisms such as personal interviews, workshops, focus groups, public meetings, surveys, participatory tools, and stakeholder panels [14]. The selected mechanism should be applied in accordance with the characteristics of each stakeholder group [14]. This would help to prioritize the actions regarding its importance for the actors [14].
- **(Stage 6) Respond and implement:** Decide on a strategy to address each issue agreed upon and provide guidance on how to implement the measures – understanding possible stakeholder reactions will help to develop a more successful course of action [14]. Response is key and a perception of fairness can drive success [14].
- **(Stage 7) Monitor, evaluate and document:** Knowledge management is crucial to capture information and share lessons learned [14]. Accurate documentation supports transparency in the stakeholder engagement, and appropriate reporting, monitoring and evaluation on the progress should support not only the assessment of the engagement process success, but provide a better understanding of the benefits including costs, risk management and new business models, among others [14].

3.1.2 RESEARCH AND ASSESS

- Assess existing climate and energy related policies, including the promotion of renewable energy and the upscaling potential of renewable energy use and energy efficiency measures.
- Assess the needs of the community and find out the local issues with respect to the socio-economic status, demography, municipal services, energy consumption - electricity and fuel - within the Local and Regional Government (LRG) boundaries.
- Assess the human resources that the local government will need for the project implementation and the need to hire experts or train the existing staff.
- Assess the financial resources that the local government already has available and look into new possibilities to help the stakeholders guide towards the finance of the project.

3.1.3 SET BASELINE

- To be able to analyze and plan properly, the climate hazards with vulnerable geographic area with vulnerable population are identified and assessed. Factors that limit or enhance adaptive capacities are identified and mapped. The results of this exercise can help to guide the development of capacity building strategies to make the local community technical skilled.
- Develop a GHG inventory of the LRG boundary.
- Set baselines to achieve the different phases of the project.
- Publish the found result from the baseline assessment for transparency and clear goals.

3.2 ACT

3.2.1 DEVELOP STRATEGY

- A major workshop needs to take place involving all relevant line functions and departments, and key stakeholders in order to set priorities, using the Baseline Report as input to form the basis of the discussion.
- Involve relevant stakeholders since the beginning of the process to understand everyone's needs and expectations create ownership and avoid potential reluctance to undertake the measures.
- Perform a SWOT (Strength, Weakness, Opportunities and Threats) analysis and identify the cross-cutting areas linked with the project.
- Set targets and goals to be achieved in terms of carbon emission reduction and the improvement of the socio-economic condition.

3.2.2 DETAIL AND FINANCE PROJECTS

- Identify and hire the experts in this field.
- Explore the financing options that could be calculated for the climate and energy action initiative.
- To leverage private sector finance, the LRG should demonstrate the financial attractiveness of the proposed project (e.g. high return on investment –or rate of Interest for short – and low risk).
- Support the local communities identify the financial support to trigger the community-based energy initiatives like the community based renewable energy-based power plant. (e.g. ICLEI's TAP initiative).
- Support directly by the LRG by providing financial incentives such as tax credits, low-cost loans, and grant funding for community-owned initiatives.
- Identify and develop the financial model and publish it in the form of guidance manual.

3.2.3 IMPLEMENT AND MONITOR

- Prepare, approve, and implement policies to support programs focusing on climate and energy actions.
- Develop and implement a framework for stakeholder participation in climate and energy action through the provision of pathways and financial supports.
- Simplify and increase the transparency of administrative and permitting processes for community ownership initiatives.
- Transparency in the system for data availability as it supports the decision-making process.
- Develop a broad range of participatory tools for the stakeholders at various stages of the decision-making process.
- Define stakeholder engagement objectives for avoiding any future misunderstanding and prepare a plan for each key stakeholder.
- Conduct trainings, seminars, and workshops for capacity building of the stakeholders and local community to successfully tackle local climate and energy action initiatives.



- Technical assistance to plan for and launch innovative and financially sustainable projects that reduce energy use and greenhouse gas emissions in the municipal, residential, and commercial sectors.
- Develop strategy, guidelines, and a booklet on how to gather data for GHG inventory and data management for a low carbon society.
- Develop and publish the guidance on the initiatives taken under the climate and energy action plan.
- Develop and finalize the indicators to monitor the progress of the project and the benefits coming out after the successful implementation of the projects taken for climate and energy action.

3.3 ACCELERATE

3.3.1 INTEGRATE AND COLLABORATE

- Collaborate and integrate horizontally among communities, other neighboring LRGs for benefit in the bulk procurement of the project installation parts, sharing lessons learnt for shortening the learning curve and meeting the common climate and energy action plan goals faster.
- Collaborate and integrate vertically. It opens up opportunities for the LRG to address issues around enabling framework conditions and access external financing. It may also provide additional technical, financial, and political support for LRGs testing innovative strategies, technologies, systems, and practices.
- Join city networks or transnational initiatives within a country, region, or internationally (e.g. ICLEI, Global Covenant of Mayors for Climate and Energy). Networking can create opportunities to share information, knowledge, and resources on ways to tackle common challenges and on finding suitable solutions.
- Networking can also create opportunities for LRGs to position themselves as leader in a respective field (e.g. community energy power plant).

3.3.2 REVIEW AND UPSCALE

- Assess the initial strategy, targets, and goals against the achieved results of the implemented project in accordance with the developed monitoring indicators.
- Review the baseline assessment regularly on an annual basis.
- Identify successes, challenges, and barriers and the degree to which the process has integrated into the LRG planning.
- Identify the scope of improvement and update the strategies to incorporate the necessary changes. Also identify future opportunities of upscaling and sectoral priorities.
- Replicate and upscale successful approaches.

3.3.3 ADVOCATE AND INSPIRE

- Build a uniform platform to keep a track of the implemented projects and with the help of social media, publishing the annual profits to attract more investments and encouraging more of such projects.
- With the support of city and regional networks, as well as global initiatives, the LRG might be nominated for relevant national and/or international awards, become renowned for its climate leadership, and inspire others.
- Globally report the best practice of LRG achievements, as it contributes to global climate advocacy efforts. This visibility helps advocate for the central role of LRGs in global climate action and sustainable development processes and for direct access to finance for LRG integrated climate actions.

4. REALITY-CHECK

This solution is applicable where the local government is willing to take action for climate and energy initiatives and cut down the carbon emission in the city by involving the local stakeholders.

4.1 REQUIRED PRE-CONDITIONS

- Policies supporting the successful implementation of stakeholder engagement.
- Policies supporting the capacity building of the local stakeholders.
- Access to finance for the implementation of the initiative.
- Availability of human resource and technical skills.

4.2 SUCCESS FACTORS

4.2.1 PURPOSEFUL ENGAGEMENT

Stakeholder engagement was well planned, resourced, and focused on a clear objective [15].

- **Statement of engagement objectives:** Engagement objectives are widely understood and linked to objectives of interventions.
- **Engagement planning:** The detail of engagement planning is consistent with the level of the intervention/ risks and recognizes participation as a right.
- **Commitment to improvement:** Previous lessons learnt, and history of intervention are considered during engagement planning, evaluation process is defined.
- **The time and budget allocation:** Adequate/appropriate to the objectives of interventions and secured for the duration of the intervention.
- **Coordination, with clear roles and responsibilities:** Well-defined roles are agreed to early in the engagement, both within and outside the organization and coordination between engagement efforts.
- **Engagement & follow-through:** Consultation outputs, recommendations or decisions are given the promised level of consideration.



4.2.2 PROACTIVE ENGAGEMENT

There was good communication, outreach, and responsiveness [15].

- **Communicating process and scope:** Scope and process are clearly explained in accessible formats, providing enough time for mutual understanding to develop, including educating stakeholder where appropriate.
- **Communicating engagement content:** Sufficient, accessible information is provided with enough time for people to engage in a meaningful way.
- **Outreach to right people:** The process and methods explicitly raise awareness, encourage, and invite participation and actions by relevant stakeholders and the public.
- **Documenting and responding to stakeholder contributions:** Questions, commitments and outcomes are documented and followed through in a timely way.
- **Openness and adaptable to feedback:** Mechanisms to receive and respond to complaints and feedback with the positive attitude.
- **Ongoing follow through:** Ensure there is consistent follow through and monitoring of the outcomes/output of the consultation process.

4.2.3 INCLUSIVE ENGAGEMENT

Have a diverse group of participants [15].

- **Stakeholder Analysis:** ensures representativeness and understanding of the major groups, other stakeholders, and respects participation as a right.
- **Diversity of perspectives shared:** The engagement process provides equitable opportunities for a diverse range of perspectives to be shared, including assenting, and dissenting views, scientific perspectives, human rights perspectives, and others, as appropriate.
- **Dealing with barriers to participation:** Barriers are clearly identified, and active steps have been taken to reduce them (e.g. Accessibility, Technology, Social prejudice, Cultural, “safe space”, Language, etc).
- **Inclusion of disadvantaged groups:** Disadvantaged groups are clearly identified, and specific measures are put in place for engaging them.
- **Appropriateness from cultural and other perspectives:** Engagement method and process demonstrates cultural sensitivity and awareness, seeking to balance power relationships within society.
- **Provision of safe spaces:** Methods, institution, facilitation, and physical spaces encourage open participation and provide adequate protection for people from reprisals.

4.2.4 TRANSFORMATIVE ENGAGEMENT

Leads to meaningful and sustained outcomes [15].

- **Building understanding between stakeholders:** Chosen methods foster constructive interactions and dialogue to build understanding and strengthen shared action.
- **Highly collaborative:** Levels of engagement and influence are clearly defined and seek to move beyond information and consultation, as appropriate and in line with the intentions.
- **Integrate economic, social, and environmental perspectives:** The methods and process give balanced attention to and integrates the economic, social, and environmental perspectives.
- **Stakeholder acceptance, support and involvement:** The engagement process and methods are considered appropriate by participants.

- **Synergize actions across SDGs:** The methods and process bring stakeholders together across SDGs considering the interactions among them (e.g. food security and poverty).
- **Participation used to make meaningful change:** Sustained engagement enables the delivery of substantive changes to complex issues (e.g. systems, beliefs, behaviors, etc).

4.3 FOLLOW-UP NEEDED AND/OR RECOMMENDED

- Define a robust Monitoring and Evaluation (M&E) mechanism.
- Continue efforts to decrease the carbon emission and increase the share of electricity generation from the renewable energy power plants.
- Continue to foster relationships with key stakeholder groups by using different channels: meetings, social media, customer services, educational activities in schools, public hearings, workshops, etc.
- Continue developing the Public Private Partnership to bring in more investments.
- Continue transparency in the decision-making process.

4.4 BARRIERS

- **Government and personnel changes:** Political transitions and staff turnover represent a challenge for continuous engagement affecting the planning of activities [16].
- **Conflicting planning/budgeting cycles can create missed opportunities:** non synchronized planning and revision processes with domestic budgeting and planning cycles (long-term, national, sectoral, municipal, and district plans). Adding a separate process can lead to planning fatigue and discourage sectoral officials from full participation in the process [16].
- **Lack of sectoral engagement or inter-sectoral coordination can hinder effective planning and implementation:** When sectoral heads do not take part in the Partnership Plan process or do not understand the relevance of climate and energy action to their sector, it is unlikely that climate policies will be mainstreamed, or budgets allocated. Furthermore, a lack of communication or transparency between sectors or agencies inhibits cross-government implementation [16].
- **Engaging the private sector is difficult without clear investment returns or policy signals:** Although the private sector is key to drive a country's climate goals, it is often slow to engage, due to the real and/or perceived risks of low-carbon, climate-resilient investments in developing countries and the lack of quantified returns on investment [16].
- **Lack of personnel and funding to organize multi-stakeholder consultations:** Some climate change teams have few team members and do not have enough time or budget to facilitate large consultation and planning processes [16].
- **Stakeholder fatigue:** May occur where many stakeholder engagement initiatives have taken place in the past, especially in circumstances where they did not lead to tangible outcomes for stakeholders. This may result in limited engagement in the future [17].
- **Power imbalances within stakeholder engagement activities:** May lead to dominance by individuals and agendas, at the expense of others, whose ideas are not heard, making them feel marginalized, and potentially leading to or exacerbating conflict [17].
- **Unrealistically high expectations:** Engagement can sometimes create unrealistically high expectations among stakeholders and their suggestions are not compatible within the scope of the research or are not funded [17].

4.5 RISKS

- Lack of trust [18].
- Being unprepared, rushed processes [18].
- Lack of clear channels for communication and feedback [18].
- Non-inclusive processes [18].
- Not understanding the entire process from beginning to end, so not being able to strategize and prepare meaningful impacts [18].
- Lack of funds to self-organize and engage [18].

Effective stakeholder engagement can generate more robust processes and knowledge sharing which will strengthen the framework for data driven policies and decision making resulting in more ambitious climate action.



5. NATIONAL – SUBNATIONAL INTEGRATION IN THE CONTEXT OF THIS SOLUTION

This section shows how the national-subnational integration can facilitate the implementation of this solution, focusing on the benefits that such integration can bring to the different levels of government

5.1 BENEFITS TO LOCAL GOVERNMENT

- Increase levels of public participation in local governance: it provides an opportunity to be heard and provide factual knowledge about an issue which can complement decision-making processes [19].
- Regional socio-economic development: This could also be reflected by the creation of employment in the region.
- Increase understanding of local climate action: the community has a better understanding of the processes including the roles and responsibilities of citizens [19]. This could support acceptance, of final decisions made by the local government [19].
- Enhanced policy and planning: Involving stakeholders in policy and planning can improve understanding of the driving forces behind a policy challenge. Stakeholders who are closest to the problems and issues often provide the most relevant insights and expert views. Involving stakeholders at the initial stages of the policy/project cycle increases ownership and awareness. [20].
- Support project and strategies implementation: Stakeholders who are involved in implementation can bring new ideas, resources, and energy to solving problems and accelerating progress [20].
- Monitor actions progress (follow up and review): helps to understand whether data shows the reality and can strengthen understanding of the reasons behind the progress — or lack of progress shown [20].
- Global recognition: The local government has the potential to emerge as a global leader in tackling climate change through the best practices of the climate and energy initiatives.

5.2 BENEFITS TO OTHER LEVELS OF GOVERNMENT

- The experience of a local government can be used by others, and help to raise awareness, encouraging higher levels of governments and international institutions to invest and create larger scale programs that can benefit several levels of government.
- A municipality can collaborate and integrate with neighboring municipalities to exchange the lessons learnt to tackle the climate change situation together.
- Creation of green jobs and capacity building is not confined to the municipality itself but can spread to neighboring communities.
- As national governments support the creation of an enabling framework for climate and energy action, an integrated policy feedback loop could be created, supported by local governments.

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