

ENGAGEMENT BUILDING BLOCKS

A COLLABORATIVE WAY TO APPROACH THE DESIGN OF YOUR CITIZEN AND URBAN STAKEHOLDER ENGAGEMENT PROCESSES

En route to achieving climate neutrality, you will need to engage with citizens and urban stakeholders across your city. The Engagement Building Blocks offer a visual, collaborative, and playful way to learn and implement frameworks for designing such an engagement process.

It can be used to explore alternative ways forward, assess needs, and reach agreement on key aspects between different stakeholders before you start the detailed design.

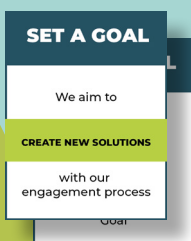
With experience, it can also become an extremely useful, go-to tool to support the actual co-creation and design of those engagement processes.

COMPONENTS

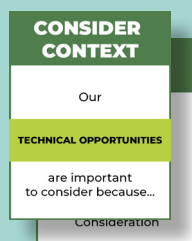
1 instruction guidebook

1 glossary

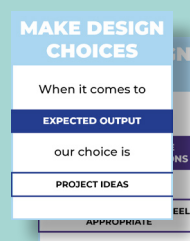
4 quick-start examples



1 goals deck



1 context deck



1 design choices deck



1 methods deck

BEFORE YOU BEGIN

What is this tool for?

This tool offers a visual, collaborative, and playful way to gain understanding of frameworks for designing citizen and urban stakeholder engagement processes.

The tool helps to consider and evaluate the different elements that affect how best to build this process and takes you step by step through different choices that need to be made. The result is the framework of the design of the engagement process. It provides insights into which basic building blocks can best be used to build a specific engagement process.

It can be used to explore alternative ways forward, assess needs, and reach agreement on key aspects between different stakeholders before you start the detailed design.

With experience, it can also become an extremely useful, go-to tool to support the actual co-creation and design of those engagement processes.

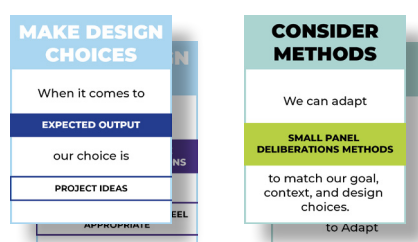
The tool consists of four card decks:

- The first two (goals and context) are the *analytical phase*. Here the focus is on which challenge the engagement should respond to and the constraints and opportunities in the specific context.
- The last two decks (design choices and methods) are the *visioning phase*. This phase looks at the choices for building the engagement process.

Analytical Phase



Visioning Phase



Who is this tool for?

This tool can be used in diverse environments where engagement processes are being considered and elements for a successful design are being evaluated. That said, it is best applied within city teams.



Including more and different perspectives in your use of the Building Blocks, will offer a better and more precise view of the factors which will have an impact on your engagement process.

Helpful Tip: The Engagement Building Blocks add the most value when you bring together people with **diverse expertise and perspectives** (such as when working with multiple city departments) or when working with other people who value interactive approaches.

How is this tool best used?

The Building Blocks were designed to be used in particular circumstances and settings. This is when they can offer the most useful support and insights. The instructions we offer align with this use-case. That said, we expect there may be many ways you could use this tool effectively. Consider these instructions, but feel free to experiment with what seems to work best for you in your situation.

Number & Diversity of People:

The use of this tool is more effective when bringing together different thematic and engagement expertise and perspectives in a conversation, for example people with expertise in climate, policy expertise, governance, participation, policy makers, neighbourhood workers, etc.

- We recommend using this tool with 4-7 other people.
- We also recommend using this tool with colleagues, partners, stakeholders, and / or citizens who will bring a unique set of perspectives.

Instruction Guide:

Use this instruction guide leads you step by step through the process of the different card decks.

Glossary:

A glossary accompanies the card decks. For each card there is a description of what the card means and questions the group may ask itself to reflect on this topic. There is no need to use the glossary if the concepts on a card is sufficiently clear.

Facilitated or Unfacilitated:

The tool can be used with or without expert facilitation.

- When there is no facilitator, one of the participants can lead the group by reading the instructions on each card deck out loud.
- We recommend using the Building Blocks with an experienced facilitator when the group is big, participants have different levels of experience or very different power positions.

Targeted or General Use:

The tool can be used for a more general conversation about citizens engagement but works better when there is already an idea of a case or topic where you want to engage citizens.

Timing:

To give enough time for meaningful reflection and conversation, going through the full length of the different decks takes at least four hours. However, this time doesn't need to be spent in one session as you can easily split the different decks into different sessions.

Discussion and thinking out loud:

Use this tool as a means to discuss, explain and think out loud. The card decks can make decision processes more explicit helping teams reach a shared understanding, question initial assumptions and address potential barriers and opportunities more thoroughly



USING THE GOALS DECK

Estimated Time Investment: ~45 minutes

Explanation

Participation and citizen engagement can serve different goals. Before you start designing your process it is important to have a clear idea of what goal it serves. This has an impact on the design choices you will make. This deck helps you to take steps towards defining the goal of your project.

There are cards with previously defined goals of engagement which can serve as inspiration. There are also blank cards to define your own goals and ranking cards to prioritise these goals.

Instructions

1. **REVIEW** the cards with the predefined goals. For each, discuss whether it is a goal for engagement in your city/project. Keep the cards that are important goals and put the others away.
2. **BRAINSTORM**, as a group, other possible goals of engagement in your city. These goals, shared by the group, may be written on the blank cards.
3. **DISCUSS** the goals cards you've selected and written.
4. **PRIORITISE** the goals that are most important for the engagement in your city. Place each of the Priority Card (#1-3) on the respective goals, i.e., place the #1 Priority card with your highest priority goal, the #2 Priority card on your second highest priority goal, etc.
 - Make sure the group agrees on these 3 most important goals.
5. **CONGRATULATIONS!** You have determined the main goals and the lower priority goals of your engagement process.
 - Make sure the output is saved. If you use the tool in a live setting, take a picture of the chosen cards, or hang them on the wall or a flipchart. If you are using the tool online, make sure the output is saved on an online whiteboard or take a screenshot. It will be an important guide for the conversations about Design Choices and Methods selection.

6. PROCEED to considering your context (deck 2).

SET A GOAL Our #1 Goal	SET A GOAL Our #2 Goal	SET A GOAL Our #3 Goal	
SET A GOAL We aim to BUILD COMMUNITY with our engagement process	SET A GOAL We aim to ADD NEW PERSPECTIVES with our engagement process	SET A GOAL We aim to EARN POLITICAL TRUST with our engagement process	SET A GOAL We aim to CREATE NEW SOLUTIONS with our engagement process
SET A GOAL We aim to CREATE CONNECTIONS with our engagement process	SET A GOAL We aim to ENHANCE TRUST ACROSS CITY with our engagement process	SET A GOAL We aim to EMPOWER CITIZENS with our engagement process	SET A GOAL We aim to CREATE A SENSE OF SHARED OWNERSHIP with our engagement process
SET A GOAL We aim to with our engagement process	SET A GOAL We aim to with our engagement process	SET A GOAL We aim to with our engagement process	SET A GOAL We aim to with our engagement process



USING THE CONTEXT DECK

Estimated Time Investment: ~60 minutes

Explanation

Equally important as setting out the goal/s of an engagement process, is understanding the context that engagement process will be designed and executed in. Context elements create constraints or opportunities for the engagement process. Your context includes the resources you have available to execute the process - such as time and money - but also the political and cultural context, past, legal and demographic aspects.

This deck helps you to define all the context elements that you have to take into account to design your process. There are cards with some important context issues that you need to consider before designing your process. There are blank cards to specify the specific situation and to add more context elements that are important for your process. Just like in the first deck, there are ranking cards to consider which context element will have the most impact on your process.

Instructions

1. **REVIEW** the context cards one-by-one as a group. Consider the specific situation of your process / city and how certain contextual elements might impact your engagement process. Repeat for all cards.
 - As you consider each context card, record any specific details about your city that relate to the context element on a card.
 - Place any cards which you need more information for in a separate place. This gives a good overview of what information is still missing to think about the design of an engagement process.
2. **BRAINSTORM**, as a group, about other possible elements in your specific context that might be important to consider because they can have an impact on the engagement process. Write these on the blank cards.
3. **DISCUSS** the context cards you've selected and written.

4. **PRIORITISE** the context elements that are most important to consider for the engagement in your city. The objective is to identify which context elements will have the biggest impact on your engagement process. Place each of the Priority Card (#1-5) on the respective context element card. Discuss what the context elements are that will have the biggest impact on your engagement process and rank a top 5.
 - Make sure the group agrees on these 5 most important context elements.
5. **CONGRATULATIONS!** You have considered the most important context elements and have a better understanding of what information is still missing. Make sure you have the outcome at hand when you proceed to weighing Design Choices (deck 3).
6. **PROCEED** to consider your design choices.

CONSIDER CONTEXT	CONSIDER CONTEXT	CONSIDER CONTEXT	CONSIDER CONTEXT	CONSIDER CONTEXT
Our #1 Contextual Consideration	Our #2 Contextual Consideration	Our #3 Contextual Consideration	Our #4 Contextual Consideration	Our #5 Contextual Consideration
CONSIDER CONTEXT	CONSIDER CONTEXT	CONSIDER CONTEXT	CONSIDER CONTEXT	CONSIDER CONTEXT
Our	Our	Our	Our	Our
TIMING	BUDGET	TEAM	POLITICAL WILL & INFLUENCE	HISTORY
is important to consider because...	is important to consider because...	is important to consider because...	are important to consider because...	is important to consider because...
CONSIDER CONTEXT	CONSIDER CONTEXT	CONSIDER CONTEXT	CONSIDER CONTEXT	CONSIDER CONTEXT
Our	Our	Our	Our	Our
CLIMATE & ENVIRONMENT	TECHNICAL OPPORTUNITIES	LEGAL FRAMEWORKS	CULTURE & NORMS	INEQUALITIES
are important to consider because...	are important to consider because...	are important to consider because...	are important to consider because...	is important to consider because...
CONSIDER CONTEXT	CONSIDER CONTEXT	CONSIDER CONTEXT	CONSIDER CONTEXT	CONSIDER CONTEXT
Our	Our	Our	Our	Our
CO-BENEFICIARIES	EXPECTATIONS & PAST EXPERIENCES	DECISION-MAKING PROCESSES		
is important to consider because...	is important to consider because...	is important to consider because...	is / are important to consider because...	is / are important to consider because...

USING THE DESIGN CHOICES DECK

Estimated Time Investment: ~90 minutes

Explanation

Based on your goal/s and your context, there are some choices you need to make in order to put together an effective engagement process. These are the design choices which will make your engagement fit-for-purpose.

There are no inherently right or wrong choices, but some are more fit for purpose and the specific context. Every choice has advantages and disadvantages, the goals and the context are the best guidance to make those choices. The choices are not always black and white, there can be some possibilities to combine different options or to have an option in between. This deck helps you think of some of the best design choices for your process. This card deck consists of seven themes, each with a range of options to choose from. The seven themes are: **(1) Who is Participating**; **(2) Relation with Participants**; **(3) Expected Output**; **(4) The Scale of Engagement**; **(5) Ensuring Equitable Access and Participation**; **(6) Ways of Interacting**; and **(7) Making Decisions**.

Instructions

- 1. KEEP YOUR GOAL AND CONTEXT IN MIND.** Make sure you have the output of the first two card decks (goals and context) in front of you. This will be an important guidance to choose between the different design options.
- 2. PICK A THEME** to start with. There no theme that necessarily has to come first, so start with whichever them the group feels most excited to take on first.
- 3. REVIEW**, as a group, the different option cards for each theme. The options are listed on each theme's card at the bottom of the card.
 - Read the options out loud or give the group the time to familiarise themselves with the different options.

4. **CONSIDER** whether there are important options missing. Write the missing options down on the blank cards of the theme.
5. **DISCUSS** with the group which option or combination of options is the best choice for your engagement process. In doing so, try to see which option best leads to the goal/s you prioritised from the first deck.
 - Save the best choices from each thematic deck
6. **REPEAT** this process for each of the other six themes.
7. **CONGRATULATIONS.** You made some important choices for the framework of your engagement process. The outcome will be your guidance for the next step.
8. **PROCEED** to consider methods (deck 4).

MAKE DESIGN CHOICES When it comes to WHO IS PARTICIPATING our choice is REPRESENTATIVE SAMPLE	MAKE DESIGN CHOICES When it comes to WHO IS PARTICIPATING our choice is WHOEVER WANTS TO	MAKE DESIGN CHOICES When it comes to WHO IS PARTICIPATING our choice is MARGINALISED PUBLICS	MAKE DESIGN CHOICES When it comes to WHO IS PARTICIPATING our choice is AFFECTED DEMOGRAPHICS	MAKE DESIGN CHOICES When it comes to WHO IS PARTICIPATING our choice is DIFFERENT STAKEHOLDERS	MAKE DESIGN CHOICES When it comes to WHO IS PARTICIPATING our choice is ELECTED MEMBERS OF THE TARGET AUDIENCE	MAKE DESIGN CHOICES When it comes to WHO IS PARTICIPATING our choice is WRITE YOUR OWN CHOICE	MAKE DESIGN CHOICES When it comes to WHO IS PARTICIPATING our choice is WRITE YOUR OWN CHOICE	
MAKE DESIGN CHOICES When it comes to RELATION WITH PARTICIPANTS our choice is TO INFORM THEM	MAKE DESIGN CHOICES When it comes to RELATION WITH PARTICIPANTS our choice is TO CONSULT THEM	MAKE DESIGN CHOICES When it comes to RELATION WITH PARTICIPANTS our choice is TO COLLABORATE WITH THEM	MAKE DESIGN CHOICES When it comes to RELATION WITH PARTICIPANTS our choice is TO INVOLVE THEM CONTINUOUSLY	MAKE DESIGN CHOICES When it comes to RELATION WITH PARTICIPANTS our choice is FOR THEM TO MAKE DECISIONS	MAKE DESIGN CHOICES When it comes to RELATION WITH PARTICIPANTS our choice is TO ENABLE OR RE-ORGANISATION AND ACTIVATION	MAKE DESIGN CHOICES When it comes to RELATION WITH PARTICIPANTS our choice is TO COLLABORATE WITH THEM	MAKE DESIGN CHOICES When it comes to RELATION WITH PARTICIPANTS our choice is WRITE YOUR OWN CHOICE	MAKE DESIGN CHOICES When it comes to RELATION WITH PARTICIPANTS our choice is WRITE YOUR OWN CHOICE
MAKE DESIGN CHOICES When it comes to EXPECTED OUTPUT our choice is POLICY RECOMMENDATIONS	MAKE DESIGN CHOICES When it comes to EXPECTED OUTPUT our choice is PROJECT IDEAS	MAKE DESIGN CHOICES When it comes to EXPECTED OUTPUT our choice is BINDING AGREEMENTS	MAKE DESIGN CHOICES When it comes to EXPECTED OUTPUT our choice is FEEDBACK ON EXISTING PLANS	MAKE DESIGN CHOICES When it comes to EXPECTED OUTPUT our choice is A SHARED VISION	MAKE DESIGN CHOICES When it comes to EXPECTED OUTPUT our choice is WRITE YOUR OWN CHOICE	MAKE DESIGN CHOICES When it comes to EXPECTED OUTPUT our choice is WRITE YOUR OWN CHOICE		
MAKE DESIGN CHOICES When it comes to THE SCALE OF ENGAGEMENT our choice is A NEIGHBORHOOD FOCUS	MAKE DESIGN CHOICES When it comes to THE SCALE OF ENGAGEMENT our choice is A DISTRICT FOCUS	MAKE DESIGN CHOICES When it comes to THE SCALE OF ENGAGEMENT our choice is A CITY FOCUS	MAKE DESIGN CHOICES When it comes to THE SCALE OF ENGAGEMENT our choice is A REGION FOCUS	MAKE DESIGN CHOICES When it comes to THE SCALE OF ENGAGEMENT our choice is WRITE YOUR OWN CHOICE				
MAKE DESIGN CHOICES When it comes to ENSURING EQUITABLE ACCESS & PARTICIPATION our choice is TO MAKE PARTICIPATION FEEL AFFORDABLE	MAKE DESIGN CHOICES When it comes to ENSURING EQUITABLE ACCESS & PARTICIPATION our choice is TO MAKE PARTICIPATION FEEL ACCEPTABLE	MAKE DESIGN CHOICES When it comes to ENSURING EQUITABLE ACCESS & PARTICIPATION our choice is TO MAKE PARTICIPATION FEEL AVAILABLE & ACCOMMODATING	MAKE DESIGN CHOICES When it comes to ENSURING EQUITABLE ACCESS & PARTICIPATION our choice is TO MAKE PARTICIPATION FEEL AFFORDABLE	MAKE DESIGN CHOICES When it comes to ENSURING EQUITABLE ACCESS & PARTICIPATION our choice is TO MAKE PARTICIPATION FEEL APPROPRIATE	MAKE DESIGN CHOICES When it comes to ENSURING EQUITABLE ACCESS & PARTICIPATION our choice is WRITE YOUR OWN CHOICE	MAKE DESIGN CHOICES When it comes to ENSURING EQUITABLE ACCESS & PARTICIPATION our choice is WRITE YOUR OWN CHOICE		
MAKE DESIGN CHOICES When it comes to WAYS OF INTERACTING our choice is INDIVIDUAL EXPRESSION	MAKE DESIGN CHOICES When it comes to WAYS OF INTERACTING our choice is DELIBERATION OR DISCUSSION	MAKE DESIGN CHOICES When it comes to WAYS OF INTERACTING our choice is ANONYMOUS PARTICIPATION	MAKE DESIGN CHOICES When it comes to WAYS OF INTERACTING our choice is WRITE YOUR OWN CHOICE	MAKE DESIGN CHOICES When it comes to WAYS OF INTERACTING our choice is WRITE YOUR OWN CHOICE				
MAKE DESIGN CHOICES When it comes to MAKING DECISIONS our choice is CONSENT	MAKE DESIGN CHOICES When it comes to MAKING DECISIONS our choice is CONSENSUS	MAKE DESIGN CHOICES When it comes to MAKING DECISIONS our choice is MAJORITY VOTING	MAKE DESIGN CHOICES When it comes to MAKING DECISIONS our choice is 2/3 MAJORITY VOTING	MAKE DESIGN CHOICES When it comes to MAKING DECISIONS our choice is BANKING	MAKE DESIGN CHOICES When it comes to MAKING DECISIONS our choice is WRITE YOUR OWN CHOICE	MAKE DESIGN CHOICES When it comes to MAKING DECISIONS our choice is WRITE YOUR OWN CHOICE		

USING THE METHODS DECK

Estimated Time Investment: ~45 minutes

Explanation

A method is not the same as a participation process. With methods you can build a process. This means you can also combine different methods. There is a close link to the design choices and the methods.

This deck consists of cards with predefined building blocks of methods and focuses on what your engagement process can actually look like. Each method can be examined to see if it fits the objectives, context and design choices made earlier. The list of method elements is endless. Again, there are blank cards to add possible options yourself and cards with numbers to see which methods best fit the framework of this engagement process.

Instructions

1. **REVIEW** the methods cards one-by-one as a group. For each, discuss whether it is a method that fits in the framework of your design based on the goals, context and design choices.
 - Keep the cards with methods that fit and put the others away.
2. **BRAINSTORM**, as a group, about other possible methods of engagement that could fit and write them on the blank cards.
3. **DISCUSS** the methods cards you've selected and written.
4. **PRIORITISE** the methods that can most effectively meet your goals, in your context while accomplishing your design choices. Use the priority cards to designate the prioritised methods.
 - If you came up with more than 3 methods, select three that best fit your engagement process

5. **CONGRATULATIONS.** You have come up with possible methods that you can use to build your engagement process.

<p>CONSIDER METHODS</p> <p>Our</p> <p>#1</p> <p>Method to Adapt</p>	<p>CONSIDER METHODS</p> <p>Our</p> <p>#2</p> <p>Method to Adapt</p>	<p>CONSIDER METHODS</p> <p>Our</p> <p>#3</p> <p>Method to Adapt</p>	
<p>CONSIDER METHODS</p> <p>We can adapt</p> <p>ONLINE IDEATION METHODS</p> <p>to match our goal, context, and design choices.</p>	<p>CONSIDER METHODS</p> <p>We can adapt</p> <p>ONLINE VOTING METHODS</p> <p>to match our goal, context, and design choices.</p>	<p>CONSIDER METHODS</p> <p>We can adapt</p> <p>LIVING LAB METHODS</p> <p>to match our goal, context, and design choices.</p>	<p>CONSIDER METHODS</p> <p>We can adapt</p> <p>SMALL PANEL DELIBERATIONS METHODS</p> <p>to match our goal, context, and design choices.</p>
<p>CONSIDER METHODS</p> <p>We can adapt</p> <p>BIG GROUP DELIBERATIONS METHODS</p> <p>to match our goal, context, and design choices.</p>	<p>CONSIDER METHODS</p> <p>We can adapt</p> <p>PARTICIPATORY BUDGET METHODS</p> <p>to match our goal, context, and design choices.</p>	<p>CONSIDER METHODS</p> <p>We can adapt</p> <p>MULTI-ACTOR NETWORK PROCESSES</p> <p>to match our goal, context, and design choices.</p>	<p>CONSIDER METHODS</p> <p>We can adapt</p> <p>WRITE YOUR OWN METHOD</p> <p>to match our goal, context, and design choices.</p>



CONGRATULATIONS

Together with your team, you have accomplished a meaningful first step. Using these decks - Goals, Context, Design Choices, and Methods - you have developed a framework, which can serve as a starting point to build and implement your citizen and stakeholder engagement process.



