

ENGAGEMENT BUILDING BLOCKS

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

GLOSSARY

CARD TERMS AND MEANINGS



TABLE OF CONTENTS

GOALS	5	• Elected members of the target audience	17
• Build Community	5	• Relation with Participants	18
• Add New Perspectives	5	• To inform them	18
• Earn Political Trust	6	• To consult them	18
• Create New Solutions	6	• To collaborate with them	18
• Create Connections	6	• To involve them continuously	19
• Enhance Trust Across City	7	• For them to make decisions	19
• Empower Citizens	7	• To enable self-organisation and activation	19
• Create a Sense of Shared Ownership	7	• To co-create with them	20
CONTEXT	9	• Expected Output	20
• Timing	9	• Policy recommendations	20
• Budget	9	• Project ideas	20
• Team	10	• Binding agreements	21
• Political will & influence	10	• Feedback on existing plans	21
• History	11	• Shared vision	21
• Climate & environment	11	• The Scale of Engagement	22
• Technical opportunities	12	• Ensuring Equitable Access & Participation	22
• Co- beneficiaries	12	• To make participation feel approachable	23
• Legal framework	13	• To make participation feel acceptable	23
• Culture & norms	13	• To make participation feel available and accommodating	23
• Inequalities	13	• To make participation feel affordable	24
• Expectations and past experiences	14	• To make participation feel appropriate	24
• Decision making processes	14		
DESIGN CHOICES	15		
• Who is Participating?	16		
• Representative sample	16		
• Whoever wants to	16		
• Historically marginalised publics	16		
• Affected demographics	17		
• Different stakeholders	17		

TABLE OF CONTENTS

• Ways of interacting	25
• Individual expression	25
• Deliberation or discussion	25
• Anonymous participation	26
• Making decisions	26
• Consent	26
• Consensus	27
• Majority voting	27
• 2/3 majority voting	27
• Ranking	28
METHODS	30
• Online ideation methods	30
• Online voting methods	30
• Living labs methods	31
• Small panel deliberation methods	31
• Big group deliberation methods	31
• Participatory budget methods	32
• Multi-actor network processes	32

GOALS



GOALS

TERM	DESCRIPTION	SELF-ASSESSMENT QUESTIONS
Goals	The purpose and/or primary outcomes you aim to achieve by virtue of your engagement process.	<ul style="list-style-type: none"> What specific goals or outcomes do you hope to achieve through this project, and why are they important to you?
Build Community	The goal of the engagement process is to bring people together and create a sense of togetherness.	<ul style="list-style-type: none"> Are there tensions between groups of people in the community? Is there a need for more cohesion in the community? Is there a need for a better understanding of each other's situation and needs in the community? Is the process of engagement more important than the result of the engagement? How important is the creation of meaningful connections in the community through the engagement?
Add New Perspectives	The goal of the engagement process is to get input on the (climate) topic/challenge/issue from perspectives other than the ones normally heard. Those closest to the challenge, in terms of expertise and lived-experience, tend to have the most perspective to offer.	<ul style="list-style-type: none"> Are there important perspectives that have not yet been heard in the drafting of climate policies? Are there groups that can provide new insights?

GOALS

TERM	DESCRIPTION	SELF-ASSESSMENT QUESTIONS
Earn Political Trust	The goal of the engagement process is to build trust between the public and the city administration	<ul style="list-style-type: none"> Is it a relatively widespread opinion that politicians aren't listening to the people or don't care what they think? Are politicians not very visible figures in the community?
Create New Solutions	The goal of the engagement process is to come up with solutions that solve a problem more effectively or solve it effectively in ways that are adapted to the diversity of affected stakeholders	<ul style="list-style-type: none"> Do solutions generally respond to the needs and/or perspectives of particular stakeholders? Are certain individuals or groups traditionally left out of design and decision making processes? Is everyone who is affected by a solution able to take part meaningfully in the design and decision making processes? Will proposed solutions require acceptance, participation or changes from people who are not a part of the design process?
Create Connections	The goal of the engagement process is to create new connections and foster network building.	<ul style="list-style-type: none"> Is there a need for diverse stakeholders to collaborate and interact regularly? Are there individuals or groups who are systematically left out or isolated? Are there individuals or groups who act as nodes or bridges, bringing together others? What is the level of connection among individuals and groups in the city? Is it different in certain areas? Are there geographic/spatial, cultural or civic spaces (physical or virtual) where there is more (or less) density and diversity of connections?

GOALS

TERM	DESCRIPTION	SELF-ASSESSMENT QUESTIONS
Enhance Trust Across City	The goal of the engagement process is to build a sense of trust between actors within the ecosystem, despite differences in background and opinions.	<ul style="list-style-type: none"> • Are there polarised views within the community which are leading to a sense of society being broken? • Do some members or groups within the community say they feel left behind while other members or groups are being treated better? • Do some people say there is no point in building dialogue as other people or groups can't be trusted to be open and fair or to respect their opinion?
Empower citizens	The goal of the engagement process is to provide citizens with opportunities and accessibility to develop capabilities that are valuable to actively participate in the development and decision making of a community.	<ul style="list-style-type: none"> • To what extent does this engagement process want to focus on developing capabilities in participants? • How important is the process compared to the output?
Create a sense of shared ownership	The goal of the engagement process is to encourage participants to influence decisions and feel responsible for achieving and sustaining the outcomes.	<ul style="list-style-type: none"> • To what extent does your city's climate transition need stakeholders from across the city to take action and contribute to the transition to climate neutrality? • How might encouraging and enabling citizens and stakeholders to feel responsible for achieving and sustaining particular outcomes contribute to the city's transition to climate neutrality?

CONTEXT



CONTEXT

TERM	DESCRIPTION	SELF-ASSESSMENT QUESTIONS
Context	<p>Context elements are those you cannot influence but which create constraints or opportunities for the engagement process. Not all of these conditions are static, fixed or permanent. Changing them might even be part of the objectives of the participatory process.</p> <p>Taking the context and other conditions into consideration ensures that the participation process is implementable and responds to local needs and resources.</p>	<ul style="list-style-type: none"> • What are the context elements that you have to take into account when you design your engagement process? • What are the restrictions? • What are the opportunities?
Timing	<p>Timing includes the timeline of when the process starts, how much planning is needed upfront, what the interim milestones are and when the process should be completed.</p>	<ul style="list-style-type: none"> • How long is the process? • When does it have to take place? • How flexible is the timing of the process? • Does it have a specific deadline?
Budget	<p>The budget is the total cost that is needed for the project from start to finish. There should be a match between what is needed and what is available to implement the process.</p>	<ul style="list-style-type: none"> • What resources are available? • Is the budget flexible and can it adapt to evolving needs or is it predefined and fixed? • Is the budget subject to time constraints? • Are funding sources to cover the budget ongoing or is it a one-off? • Is the budget covered by one entity or multiple? • What regulation governs the budget? For example, is it governed by public procurement regulation? • Who is in charge of defining the budget?

CONTEXT

TERM	DESCRIPTION	SELF-ASSESSMENT QUESTIONS
Team	The team is the group of people responsible for planning, executing and evaluating the engagement process.	<ul style="list-style-type: none"> • Who will run the process? • What skills are in your team? • If skill gaps have been identified, are there other stakeholders that can be invited to the process to fulfil those roles? • What can be done internally? • Who in the team has experience in running engagement processes? • For what roles would you need third parties? • When in the process do you need more resources? • How will the team evolve over time?
Political Will & Influence	The degree of interest and investment by political decision makers in the issue, how widespread this will is, and the extent to which these political figures can impact the issue.	<ul style="list-style-type: none"> • What interest and/or commitment do decision makers have in the process? • Is there broad political support for the process or is it backed by a specific political party or actor? • Can the process be framed in a way that increases broad political support? • Can it be aligned with existing city commitments? • What are potentially controversial and difficult issues?

CONTEXT

TERM	DESCRIPTION	SELF-ASSESSMENT QUESTIONS
History	History is about past events, evolutions or legacies that are important to consider when designing the engagement process. This could include, for example, demographic changes, political sensitivities or language issues.	<ul style="list-style-type: none"> • What are important events in the (distant or near) past that still have an impact today? • What sensitivities does the city carry? • What are the city's historical strengths that you can build on when designing an engagement process? • What events have strongly shaped the city's cultural legacy?
Climate & Environment	This context element is about to what extent the theme of climate is present in the city. This can involve both the impact of climate change impacts and the extent to which the theme of climate change is alive among citizens and stakeholders.	<ul style="list-style-type: none"> • What is the current climate? • How is it expected to evolve? What are the main climate impacts? • What areas and who is most affected by these? • Is that expected to change over the coming years/decades? • Who has historically been most impacted by climate impacts? • What are the key environmental features? In what state are they? What are the key environmental problems? • How present are the climate and the environment in civic or political discussions? • Is there a broad consensus regarding these issues? • Are certain individuals or groups divided regarding climate and environmental needs and action?

CONTEXT

TERM	DESCRIPTION	SELF-ASSESSMENT QUESTIONS
Technical Opportunities	<p>NetZeroCities has identified a wide set of solutions to address the reduction in emissions across all sectors in cities. Such solutions are organised around Thematic Areas: Stationary Energy; Energy Generation; Mobility and Transport; Green Industry; Circular Economy; Nature-based Solutions.</p> <p>It is worth noting that these technical actions cannot come alone and must be integrated into a systemic portfolio of solutions that span different policy levers, social innovation, stakeholder engagement, and other levers that are needed to overcome barriers, and avoid drawbacks.</p>	<ul style="list-style-type: none"> • What are the solutions you're aiming at integrating in your City action plan to address your city GHG Emissions? • Which of these technical solutions, to achieve success, is crucial for them to establish robust cooperation, partnerships and active participation of citizens, local businesses and other stakeholders?

Co-beneficiaries	<p>Cities will need to link local actions (across domains of emissions and sectors) for climate neutrality with their indirect positive impacts in other areas and sectors, i.e. with their co-benefits. The identification of these co-benefits will help to develop “ownership” of the overall climate neutrality objective and thereby induce stronger local commitment. Co-benefits are meant to measure or point out an indirect impact from the implementation of a certain solution.</p> <p>NZC experts have mapped out the following co-benefits: climate resilience (Climate Adaptation , Mitigation), Health (Environment, wellbeing), Social (Inclusion, education), Economy (Local and global connection, entrepreneurship & innovation), Resource Efficiency, Biodiversity.</p>	<ul style="list-style-type: none"> • To what degree can you more effectively achieve some of these co-benefits by engaging with citizens and urban stakeholders?
------------------	--	---



CONTEXT

TERM	DESCRIPTION	SELF-ASSESSMENT QUESTIONS
Legal framework	The legal framework is the body of regulations and legislation applicable to the engagement process and the opportunities and decisions that emerge from the process.	<ul style="list-style-type: none"> Who has the legal authority to make decisions? What process should be followed to make binding decisions? Are there elements in the process to which the Public Procurement Act applies?
Culture & Norms	Culture is the norms, behaviours, beliefs, customs, and values shared by the population of the city, what citizens see as valuable. Culture emerges over the history of a city as a result of shared experiences.	<ul style="list-style-type: none"> What do citizens in the city care about? What are they sensitive to? How would you describe the city's culture? What appeals to residents? What is the strength of this city that you can build on?
Inequalities	Inequality refers to differential access to and use of resources, key information, services and power that result in disparities across gender, race/ethnicity, class, and other important social markers.	<ul style="list-style-type: none"> How equal is the city? Is inequality homogeneously distributed or are there (physical, demographic, etc.) pockets of equality/inequality? What level of access, use and appropriation do different individuals and groups have for key information, services, power and other resources? What are the key factors driving inequality? How do they overlap (intersectional inequality)? How does that impact their meaningful participation in climate action? How does it affect how they are impacted by climate action?

CONTEXT

TERM	DESCRIPTION	SELF-ASSESSMENT QUESTIONS
Expectations and past experiences	For both the team and the participants, previous experiences of participation may still carry over into the current context. Negative experiences with participation may have damaged participants' confidence. Previous experiences may also have a positive impact in the sense that there may be a basis on which to build or valuable lessons learned.	<ul style="list-style-type: none"> • Has the team leading the process or the organisation been part of disappointing or missed expectations before? • Are there promises that have been made to the target participants that have not been delivered either currently or historically? • Have related participatory processes taken place already? Who was involved? Is information available from those on lessons learned and challenges identified? • Is there existing participatory infrastructure (relationships, working groups, communication channels etc.) that can be used again or built upon?
Decision making processes	The existing processes and 'rules' for making decisions which may influence how easy or difficult it is to influence an issue. This also includes dimensions like how centralised decision making is and whether there is transparency and even the ability to scrutinise or contest decisions that are made.	<ul style="list-style-type: none"> • Is the decision making process carried out or managed by a small or large group of people, and are they homogeneous or diverse in background? • Is the decision making process seen as fair by others in the city government and by members of the public? • Is it easy to find out which decisions have been made and how they were made? • What are the laws and regulations which guide how decisions are made? • What mechanisms are there to challenge decisions and does this feel like a psychologically safe action to take?

DESIGN CHOICES



DESIGN CHOICES

TERM	DESCRIPTION	SELF-ASSESSMENT QUESTIONS
Who is participating?	Participants are all individuals or groups that participate in the process and are given the opportunity to influence the outcome.	<ul style="list-style-type: none"> Is it important that as many people as possible participate? Would you like to ensure representation of all target groups? Should everyone have the opportunity to participate?
Representative sample	The participants reflect, as far as possible, the wider audience. This means that they reflect the demographics of the wider audience and possibly some other characteristics that are relevant for the topic of the process. Sortition / civic lottery is the most common way to select a representative sample.	<ul style="list-style-type: none"> How important is it that the participants are an accurate reflection of the wider audience? Are you aiming for participants with no specific personal interest in the topic? Is it acceptable that high-involvement citizens are not given the opportunity to participate?
Whoever Wants To	Every one of the target audience is invited and can decide for themselves whether they accept the offer. Self selection is often used when you are aiming for high numbers of participants.	<ul style="list-style-type: none"> How important is it that everyone has the chance to participate? Are you aiming for participants with a personal interest in the topic? How likely is it that the most affected will participate? Is it acceptable for the group of participants to differ from the wider public on key characteristics?
Historically marginalised publics	Historically marginalised communities include those who have been consciously and unconsciously excluded from involvement in cities, as well as those continuing to face other barriers to civic participation. To ensure that this group is adequately represented in an engagement process, additional efforts are needed to reach these groups.	<ul style="list-style-type: none"> How likely is it to reach these groups without specific efforts? Is there willingness to make additional investments to remove barriers for these groups? What is the willingness and capacity of this group to participate? What can increase this?

DESIGN CHOICES

TERM	DESCRIPTION	SELF-ASSESSMENT QUESTIONS
Affected demographics	Certain groups may be more affected by certain decisions than others. An engagement process can focus more or exclusively on this group or ensure that this group is adequately represented in the process.	<ul style="list-style-type: none"> Who is affected by the topic? Who may benefit from the actions taken on the topic? How likely is it to reach these groups without specific efforts? Is there willingness to make additional investments to remove barriers for these groups? What is the willingness and capacity of this group to participate? What can increase this?
Different stakeholders	To tackle complex problems, a group of stakeholders with complementary expertise is created. Each of the stakeholders can see a different aspect of the challenge and contribute to the solution from their perspective. Citizens, governments of different levels, businesses and civil society can all be part of such a group, depending on the challenge.	<ul style="list-style-type: none"> Is it important to have perspectives other than those of (a diverse group of) citizens at the table? Which perspectives are necessary to contribute to the solution? How important is it for these perspectives to be brought together to engage in dialogue?
Elected members of the target audience	If you want to work with a sample of the target group, you can work by lottery or by election. In the latter, members are elected from their own group who will represent the larger group.	<ul style="list-style-type: none"> If you are working with a small group, how important is it that the wider public can help decide who represents them? How likely is it that all key demographic groups will be represented by election? How dependent is this process on voter turnout?

DESIGN CHOICES

TERM	DESCRIPTION	SELF-ASSESSMENT QUESTIONS
Relation with participants	The relationship between the city and the participants determines the role of each in the engagement process. It determines who has how much decision-making power and in what way cooperation takes place.	<ul style="list-style-type: none"> • What do you expect from participants during and after the process? • What can participants expect from the city? • What level of influence will participants have over the decision making? • What would be an ideal outcome ? • What would be an unsuccessful outcome?
To inform them	<p>You want to provide the public with balanced and objective information to assist them in understanding the problem, alternative, opportunities and/or solutions.</p> <p>The decision making power lies with the government/responsible entity.</p>	<ul style="list-style-type: none"> • Is it sufficient for participants to achieve a better understanding of the problem, alternative, opportunities and/or solutions to reach your goal?
To consult them	You would like to learn about the diversity of opinions that exist. The contributions may also be contradictory. You will take the contributions into account when making a decision.	<ul style="list-style-type: none"> • Some opinions will be discarded when making a decision; are you able to manage participant expectations? • Are you able to provide follow up or feedback after the decision process?
To collaborate with them	You would like to see citizens and urban stakeholders as partners in designing a solution while maintaining control and responsibility for the process. Participants can provide advice and innovation in formulating solutions for the problem you face. You will incorporate ideas and recommendations into the decisions to the maximum effect possible.	<ul style="list-style-type: none"> • Is collaboration the right approach to reach your goal? • Is there willingness for participants to be partners in the process? • Is there willingness to incorporate ideas and recommendations in the decision? • How important is it for the city to keep full control over the process itself (in contrast to co-creation)?

DESIGN CHOICES

TERM	DESCRIPTION	SELF-ASSESSMENT QUESTIONS
To involve them continuously	You would like to involve citizens and urban stakeholders over a longer process to ensure that their concerns and aspirations are consistently understood and considered.	<ul style="list-style-type: none"> • Is long term involvement the right approach to reach your goal? • How important is a long term involvement from participants? • Will you be able to overcome some of the barriers to longer term engagement like maintaining interest and energy from participants, avoiding frustration or burn out or dropping participation over time?
For them to make decisions	You would like citizens and/or urban stakeholders to decide on a topic and will implement what was decided.	<ul style="list-style-type: none"> • Are participants that make decisions the right approach to reach your goal? Are you confident that the decisions that citizens and stakeholders make in the process will be implemented? • Can you provide the citizens and stakeholders with all the information they need to make decisions? • How important is it for citizens and stakeholders to be able to make decisions?
To enable self-organisation and activation	You would like to initiate discussions or debates on a specific topic, strengthening commitment or interest, or assist the community, active groups or other urban stakeholders in the action they take. You would like to take up the role as enabler and support self-organisation.	<ul style="list-style-type: none"> • Is enabling self-organisation and activation the right approach to reach your goal? • Is there community demand for support for own initiatives? • How important is it that citizens and stakeholders themselves take the initiative? • Is there a willingness to let go of content control?

DESIGN CHOICES

TERM	DESCRIPTION	SELF-ASSESSMENT QUESTIONS
To co-create with them	You would like to see citizens and stakeholders as equal partners in designing, developing and implementing a solution, sharing the control and responsibility for the process.	<ul style="list-style-type: none"> • Is co-creation the right approach to reach your goal? • Is there willingness to treat citizens and stakeholders as equal partners? • How important is it that citizens and stakeholders not only have a voice in the content but also help shape the process as partners?
Expected Output	The expected outputs are the tangible outcomes of the engagement process; what needs to be produced.	<ul style="list-style-type: none"> • What does success look like? • What do you want to achieve with the participation? • What do you want at the end that you don't have now?
Policy Recommendations	As a city, you want to get recommendations on what policies the city should implement (regarding climate neutrality). Throughout the engagement process, participants create these recommendations.	<ul style="list-style-type: none"> • Do you want participants to create policy recommendations? • Is there willingness to adopt policy recommendations that are created by participants? • Are you able to provide the participants with the information needed to come up with policy recommendations?
Project ideas	<p>As a city, you want to come up with proposals for future grants. These proposals describe a concrete location, scope, budget, etc. for a project to be implemented.</p> <p>Participants in the process can come up with the proposals (ideation), can prioritise proposals or decide on which ones will be implemented.</p>	<ul style="list-style-type: none"> • Do you have the budget to implement projects and do you want participants to have a say in which projects? • Can participants come up with a project or choose between projects? • Are you able to provide support to citizens and stakeholders in creating project ideas?

DESIGN CHOICES

TERM	DESCRIPTION	SELF-ASSESSMENT QUESTIONS
Binding agreements	The output of the engagement process is a binding agreement drawn up by the participants and the city to which the various stakeholders must adhere and be accountable.	<ul style="list-style-type: none"> How important is it that different stakeholders can be held accountable for what is decided in the engagement process? Are there ways of enforcing this binding? Do you want the outcome of the engagement process to be an agreement in which different actors take responsibility?
Feedback on existing plans	The output of the engagement is gathering opinions and feedback that you can consider when you make decisions.	<ul style="list-style-type: none"> Do you have a plan where you want feedback on? Are you willing to incorporate the feedback you get? Are you able to provide support for participants in understanding the plans so they can give quality feedback? Are you able to follow-up with participants on the feedback they have given?
Shared vision	The output of the engagement is a collective and agreed-upon understanding of the desired future state of the city and how to achieve it.	<ul style="list-style-type: none"> What are the biggest challenges and opportunities facing the city and how can a shared vision help address them? How can a shared vision bring together diverse stakeholders and build a sense of ownership and commitment to achieving the city's goals? Are you able to ensure that the shared vision is not just a statement, but is translated into concrete actions and outcomes that benefit the city and its residents and stakeholders?

DESIGN CHOICES

TERM	DESCRIPTION	SELF-ASSESSMENT QUESTIONS
The scale of engagement	<p>The scale of the engagement process determines whether it is a hyperlocal, local or higher-level process.</p> <p>Sometimes there is no choice and it is determined by who has authority. But even if a city is competent, there may be a choice to implement a process (or several processes) at the neighbourhood level. A smaller scale can increase people's sense of commitment but can also fragment potential impact or funds.</p>	<ul style="list-style-type: none"> • With which scale does the target group feel most connected? • Is there a risk of fragmentation of impact at smaller scales? • Within which area are people affected by the decisions taken or do they experience benefits?
Ensuring Equitable Access & Participation	<p>Ensuring equitable access and participation empowers diverse expertise and perspective to be part of the process. It also ensures that all sides and dimensions of a problem are understood and that solutions are reached that meet the needs of all affected stakeholders.</p> <p>This removes the potential for making assumptions about what others might need or what will work for them and helps ensure a broader sense of ownership and commitment to decisions that are made.</p>	<ul style="list-style-type: none"> • What efforts can you make to remove barriers to and encourage participation and ensure equitable access for different target groups?

DESIGN CHOICES

TERM	DESCRIPTION	SELF-ASSESSMENT QUESTIONS
To make participation feel approachable.	In order to make participation feel approachable, your target participants can identify that this opportunity to participate exists, can be reached, and can have an impact on their needs.	<ul style="list-style-type: none"> • Are participants aware of the process? • Do participants understand how they can have an impact? • Do participants feel their voice is important to be heard? • Do participants understand the impact of the decisions of their lives?
To make participation feel acceptable.	In order to make participation feel acceptable, your target participants feel that the way the engagement process is occurring aligns with or acknowledges their cultural and social practices, expectations, and norms.	<ul style="list-style-type: none"> • Is there a risk that what you ask participants will be too far out of their comfort zone? • Can participants bring someone they know to accompany them? • Will this participation process be a safe space for different minorities? • Is there a clear and accessible point of contact before and during the process?
To make participation feel available and accommodating.	In order to make participation feel available and accommodating, your target participants feel that the spaces for participating can be reached physically (or digitally), is within a reasonable distance from where they are, and can be reached in a timely manner.	<ul style="list-style-type: none"> • Does the proposed time work for individuals who work untraditional hours, like night-shift custodians, nurses, or others who work outside of M-F, 9-5 schedules? • Are homeless and houseless individuals enabled to be full and valid participants? • Is the venue accessible? • Can you provide online support for individuals without access to the internet or with poorer digital skills?

DESIGN CHOICES

TERM	DESCRIPTION	SELF-ASSESSMENT QUESTIONS
To make participation feel affordable.	In order to make participation feel affordable, your target participants feel they have the economic capacity to spend money and time to participate.	<ul style="list-style-type: none"> • Is it going to cost money (bus or train fair, lost working time, or otherwise) for any individuals to participate? • Can participants be compensated for the time and effort they dedicate to participating? • Are there non-monetary ways to compensate participants that could still meet participants' needs?
To make participation feel appropriate.	In order to make participation feel appropriate, your target participants should feel that they possess the requisite capacities to participate fully and that participation addresses a need they have.	<ul style="list-style-type: none"> • Can citizens or stakeholder who find it harder to read and write (in the local language) participate fully e.g. by using non-language visual tools? • Is the use of language adapted to the target group? • Is translation provided for participants who do not speak the local language? • Can participants indicate that they want extra preparation before the start of the process?

DESIGN CHOICES

TERM	DESCRIPTION	SELF-ASSESSMENT QUESTIONS
Ways of interacting	<p>Ways of interacting is about whether participants participate individually or collectively in the engagement process and what kind of interaction exists between them.</p> <p>The objectives from the first deck will be an important guide here; for some objectives, such as 'build community', meaningful interaction is a necessity. This interaction can add an extra layer of meaning to the process but can also be a bigger barrier and cost more time and resources. It is important to look at the objectives and context elements to make this trade-off. Ways of interacting can also be combined. For instance when you have a deliberation first and after the deliberation an individual vote.</p>	<ul style="list-style-type: none"> • How important is it that participants interact with each other? • Do you envision social learning? • Is it a requirement that participants face different views to achieve the goal? • What do you want participants to learn or experience during the process? • Is the focus of engagement on process or on output?
Individual expression	<p>Participants express their opinion or preferences individually. They may take note of the opinions or preferences of others but do not interact with them. Their individual opinion is what is needed. (example: online ideation)</p>	<ul style="list-style-type: none"> • Can you achieve your goal with only a minimum of interaction? • Do you mainly want to collect individual opinions, feedback, preferences or ideas? • Do you want participants to be able to see others' input, e.g. as inspiration?
Deliberation or discussion	<p>The focus lies on interaction and forming opinions/ recommendations together. Groups might be heterogeneous (e.g. if the opinion of a specific target group is needed), or homogenous (e.g. if solutions in topics must be found).</p>	<ul style="list-style-type: none"> • Would deliberation between participants help to reach your goal? • Can you motivate participants to invest time in the engagement process? • Are there sufficient resources for facilitation, recruitment, and support to carry a quality engagement process with deliberation?

DESIGN CHOICES

TERM	DESCRIPTION	SELF-ASSESSMENT QUESTIONS
Anonymous participation	Participants express their opinion or preferences individually. No one can figure out another individual's opinion or preference. Only the aggregated result is important. (example: anonymous voting).	<ul style="list-style-type: none"> • Can you achieve your goal without interaction between the participants? • Is it the overall outcome that matters most? • Are there certain sensitivities at play that make anonymous participation safer for participants?
Making Decisions	The process of making choices as a group of participants.	<ul style="list-style-type: none"> • How will the way your decision is reached affect the accountability of that decision? • Does the topic necessitate certain kind of decision making?
Consent	Consent is a way of decision making where all participants accept the decision in the sense that no one has major objections against it. The decision doesn't have to be the preferred choice of every single participant. Consent is used in settings of high levels of interaction where a decision or proposal is discussed until there are no more objections. Reaching consent is easier than reaching consensus.	<ul style="list-style-type: none"> • How important is it that the majority does not have all the power and minorities also have an impact on decision-making? • How important is it that everyone can agree with the decision? • Is it enough that there is an absence of objections to the decision (and thus that the decision is suboptimal for some participants)? • Is a smooth and agile process more important than an optimal decision for each individual participant? • How important is a high level of interaction in decision making?

DESIGN CHOICES

TERM	DESCRIPTION	SELF-ASSESSMENT QUESTIONS
Consensus	Consensus is a way of decision making where all participants agree fully on the decision. Consensus is used in settings of high levels of interaction where a decision or proposal is discussed until everyone is in favour of the proposal or decision. Consensus is harder to reach than consent.	<ul style="list-style-type: none"> How important is it that the majority does not have all the power and minorities also have an impact on decision-making? How important is it that everyone is in favour of the decision? How great is the risk that consensus cannot be reached? How important is a high level of interaction in decision making?
Majority voting	In majority voting, each individual participant votes for or against a particular proposal. If more than half of the participants vote in favour of a proposal, the proposal is adopted. There is no limit on the number of proposals that can be adopted.	<ul style="list-style-type: none"> Is it enough that half the participants are in favour of a proposal? Is there a risk of a significant minority not being heard in the majority vote? How important is a very quick and transparent decision making process?
$\frac{2}{3}$ majority voting	In majority voting, each individual participant votes for or against a particular proposal. If more than two third of the participants vote in favour of a proposal, the proposal is adopted. $\frac{2}{3}$ voting requires greater support for a proposal than majority voting. There is no limit on the number of proposals that can be adopted.	<ul style="list-style-type: none"> Is it enough that $\frac{2}{3}$ of the participants are in favour of a proposal? Is there a risk of a significant minority not being heard in the majority vote? How important is a very quick and transparent decision making process?

DESIGN CHOICES

TERM	DESCRIPTION	SELF-ASSESSMENT QUESTIONS
Ranking	<p>In ranking, different proposals, ideas or projects are placed on a scale from more to less valuable. The proposals ranked highest will be adopted, regardless of the number of people who voted for them.</p> <p>Ranking is often used when the ideas or proposals have already passed a quality control. It is determined in advance that a limited number of proposals can be accepted, for example due to a limited budget. The end result is a ranked set of proposals and ideas, but often individual participants (or small groups) can rank themselves too.</p>	<ul style="list-style-type: none"> • Do you want priorities in projects or proposals that are all acceptable? • Do you want participants to be able to express their preference between a number of projects or proposals? • Is there a limited amount of proposals that can be accepted?

METHODS

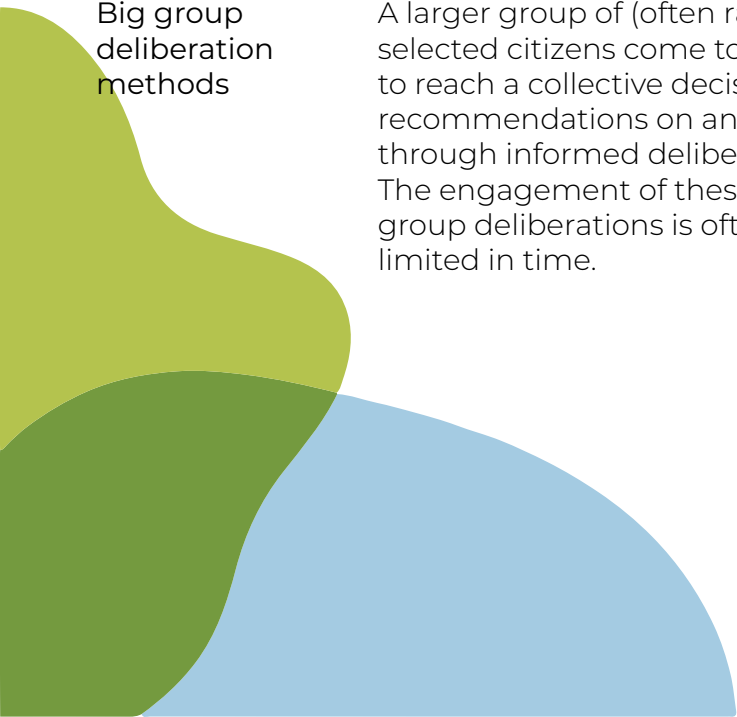


METHODS

TERM	DESCRIPTION	SELF-ASSESSMENT QUESTIONS
Methods	With methods you can build an engagement process. This means you can also combine different methods.	<ul style="list-style-type: none"> • What kinds of methods will work for the goal and context of your city's citizen and stakeholder engagement process? • What methods seem most aligned with the design choices you've made for your city's engagement process? • How might you combine multiple methods in order to create the most fit-for-purpose engagement process?
Online ideation methods	Participants are guided through some steps on an online platform to come up with ideas (e.g ideas for projects, innovative solutions for a challenge).	<p>This method a good fit for:</p> <ul style="list-style-type: none"> • Participants: Big audiences, high number of participants • Relationship: consultation, collaboration, enable self-activation • Outcome: project ideas, feedback on plans • Level of interaction: individual expression • Decision making: An ideation method is not about decision making but it can be combined with different ways of decision making
Online voting methods	Participants use a digital tool to express their preferences for projects or ideas. This can be done by ranking, single vote, multiple votes, positive and negative votes, etc.	<p>This method a good fit for:</p> <ul style="list-style-type: none"> • Participants: Big audiences, high number of participants • Relationship: participants making decisions, (consultation) • Outcome: project ideas, policy recommendations • Level of interaction: anonymous participation, (individual expression) • Decision making: ranking

METHODS

TERM	DESCRIPTION	SELF-ASSESSMENT QUESTIONS
Living labs methods	A living lab uses a real life context with a user centric approach to engage participants in the co-creation of solutions for complex challenges.	<p>This method a good fit for:</p> <ul style="list-style-type: none"> Participants: marginalised publics, affected demographics, diverse stakeholders Relationship: collaboration, co-creation, consultation Outcome: policy recommendations, shared vision, project ideas, feedback on existing plans Level of interaction: deliberation Decision making: consent, consensus
Small panel deliberation methods	A small group of (often randomly) selected citizens come together to reach a collective decision or recommendations on an issue through informed deliberation. These groups possibly have a long term engagement.	<p>This method a good fit for:</p> <ul style="list-style-type: none"> Participants: marginalised publics, affected demographics, representative sample, diverse stakeholders, elected members of the target audience Relationship: collaboration, co-creation, consultation, continuous involvement Outcome: policy recommendations, shared vision, project ideas Level of interaction: deliberation Decision making: consent, consensus
Big group deliberation methods	A larger group of (often randomly) selected citizens come together to reach a collective decision or recommendations on an issue through informed deliberation. The engagement of these larger group deliberations is often limited in time.	<p>This method a good fit for:</p> <ul style="list-style-type: none"> Participants: representative sample Relationship: collaboration, co-creation, consultation Outcome: policy recommendations Level of interaction: deliberation Decision making: majority voting, $\frac{2}{3}$ majority voting, ranking



METHODS

TERM	DESCRIPTION	SELF-ASSESSMENT QUESTIONS
Participatory budget methods	Participatory budgeting is a democratic process in which citizens decide how to spend part of the public budget. The distinctive feature is the decision making on the budget. A participatory budgeting process can use methods like online ideation and voting.	<p>This method a good fit for:</p> <ul style="list-style-type: none"> • Participants: all options (depending on the design) • Relationship: citizens making decisions • Outcome: project ideas • Level of interaction: all options (depending on the design) • Decision making: all options, often ranking
Multi-actor network processes	To tackle a complex challenge a group of diverse stakeholders with complementary expertise is brought together and contribute to the challenge from their own perspective.	<p>This method a good fit for:</p> <ul style="list-style-type: none"> • Participants: marginalised publics, affected demographics, diverse stakeholders • Relationship: collaboration, co-creation, continuous involvement, enable self-organisation and activation • Outcome: policy recommendations, shared vision, binding agreements, feedback on existing plans • Level of interaction: deliberation • Decision making: consent, consensus

