



# Inclusive Community Engagement

## EXECUTIVE GUIDE

**How to tackle climate change and inequality jointly:**  
practical resources and guidance for cities

**C40**  
CITIES

## C40 CITIES CLIMATE LEADERSHIP GROUP

The C40 Cities Climate Leadership Group, now in its 13th year, connects 90+ of the world's greatest cities which have committed to tackling climate change. We bring mayors from around the world together to learn from each other in reducing greenhouse gas emissions and creating resilient, sustainable and inclusive cities. C40 cities represent more than 700 million urban citizens and their economies account for 25% of global GDP. Our 'Deadline 2020' report sets out the critical role that the world's major cities have to play in delivering the historic Paris Agreement to prevent catastrophic climate change.

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

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Citi Foundation



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# OVERVIEW

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Cities are made up of dynamic and complex social, political, economic and natural systems. Pursuing inclusive climate action in cities is critical, but not always easy or straightforward. C40 Cities, in collaboration with our partners, has developed a set of comprehensive resources to support cities in their efforts to advance climate action through an inclusive engagement process that results in more equitable outcomes for all.

This ***Inclusive Community Engagement Executive Guide*** demonstrates the critical importance of inclusive climate action in cities. Sections 1 and 2 discuss why inclusive climate action is needed and how inclusive processes lead to more equitable policies and ultimately, a fairer distribution of the benefits of climate actions. Section 3 sets out key principles and policy recommendations for city leaders and urban decision-makers to ensure that their climate action practices are rooted in genuine engagement.

Sections 4 through 6 present an overview of the complimentary resource, ***The Inclusive Community Engagement Playbook***, a practitioner's guide for cities to develop inclusive community engagement efforts. This executive guide summarises the critical steps for delivering community engagement, highlights supporting tools and case studies and discusses who can use the Playbook and in what context.



Image Source: Courtesy of Arup

# 01

## Introduction

Cities are the best placed to deliver bold climate action that is fair, equitable and beneficial for all

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### **INCLUSIVE CLIMATE ACTION: THE NEW NORMAL**

Climate change is unfair — it impacts some communities disproportionately. Recent reports from the Intergovernmental Panel on Climate Change highlight that climate change is already producing dramatically unequal impacts across social groups, and this will worsen if the current emissions trajectory of greenhouse gases remains unchanged.<sup>1</sup> Without inclusive, ‘climate-informed’ development strategies, climate change could force 100 million people into extreme poverty by 2030.<sup>2</sup>

It is clear that some communities are more vulnerable to the impacts of climate change than others. In particular, specific groups such as those in the bottom income bracket, women, the elderly, children, and people with disabilities may have limited coping capacities due to pre-existing social and economic barriers. These groups are not mutually exclusive, as many people identify with more than one group.

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When Hurricane Katrina hit New Orleans, USA, it decimated low-skilled and low-paid jobs in the tourism and catering industries. Two-thirds of the jobs that were lost were lost by women.

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If city responses to climate change do not acknowledge and respond to the social and economic barriers that feed inequities, mayors may suffer politically, losing public support and the power to deliver on their wider agenda. Cities must design and deliver climate actions in an inclusive and equitable way to serve all city communities and groups without compromising on economic prosperity – a concept often referred to as a “just transition”. This is the future we want.

This re-imagined vision for society puts justice at the centre of our collective response to the climate crisis. In the USA, for example, the Green New Deal calls for measures to support equitable access to clean air, affordable housing, health care and healthy food. A similar campaign has been launched in the UK by the Green Party. In China, the ‘ecological civilization’ is one of the national government’s objectives for a long-term approach to domestic prosperity.

In cities around the world, pre-existing inequalities are triggered and intensified by climate change. Addressing this requires collective and immediate action by city leaders and residents alike. Whilst each inclusive climate

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

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Los Angeles has recently launched its Green New Deal Plan, which aims to drastically reduce emissions, through programmes and initiatives that tackle inequality. These include alleviating the financial burden of the most vulnerable, improving health in disadvantaged communities, improving recycling and waste reduction education in public housing, and investing in social housing and services for low income families, homeless people and the elderly.

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Image Source: Courtesy of City of Los Angeles

## CITIES ARE LEADING THE WAY

Cities are at the centre of both the climate crisis and the search for solutions. Local leaders need to act quickly to protect and provide for all citizens, especially those most impacted by climate change and traditionally least represented in the corridors of power. Several mayors around the world are already leading the way, committed and engaged in jointly achieving social goals and climate goals with concrete practices on the ground.

Examples include delivering electric car sharing schemes to low-income neighbourhoods, increasing portions of zero- or low-carbon social housing, committing to a just transition by working with unions to set green job targets, involving informal waste pickers in landfill refurbishment or increasing resilience of informal settlements and slum dwellings.

The ambitious climate action demanded by the Paris Agreement will not deliver the maximum positive impacts unless it is inclusive of all citizens and distributes resources and benefits equitably. Delivering on the Paris Agreement thus presents a unique opportunity to create a more just urban society, with new protections for those that have been historically marginalised and with better jobs, improved health and better air quality for all.

Our research has demonstrated that to deliver inclusive climate action, cities must ensure that principles of equity and inclusion are embedded in ***processes, policies and impacts:***

- 🚩 **Processes** are rooted in genuine engagement with a broad and diverse set of stakeholders, particularly those suffering from inequality and the impacts of climate change.
- 🚩 **Policies** are actively designed with people, fairness and justice at the centre of decision-making.
- 🚩 Clear mechanisms exist—or can be put in place—for measuring, monitoring and evaluating both the **direct impacts** and the **distribution of impacts** of climate actions across the population.

This document focuses on how cities can ensure inclusive and equitable decision making processes when planning or delivering climate action.

Please see page 44 for more information on how cities can design and deliver inclusive and equitable policies and impacts and what additional C40 resources are available to support this journey.

# 02

## Inclusive community engagement

Inclusive climate action starts with a process where everyone's voice is represented

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Inclusive community engagement underpins the delivery of equitable climate policies and should help to ensure that impacts are fairly distributed across the city's population.

The absence of an inclusive engagement process for climate mitigation and adaptation practices risks making communities more vulnerable to the impacts of climate change, especially if these communities already experience systemic exclusion — socially, economically or spatially.<sup>3</sup> Vulnerability to climatic events is often higher amongst indigenous peoples, women, people with disabilities, children and the elderly, especially those who face conditions of poverty, persistent inequality and deprivation.<sup>4</sup>

Four in ten of the people most vulnerable to climate change are already facing socio-economic hardship in some form.<sup>5</sup>

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Major storm Sandy led to severe destruction along coastal New York and New Jersey in October 2012. Nearly 70 percent of renters making claims for aid to the Federal Emergency Management Agency were from low-income communities.<sup>6</sup>

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



Image Source: Courtesy of Arup

## **TACKLING SYSTEMIC SOCIETAL INEQUALITY CAN HELP TO ADDRESS CLIMATIC VULNERABILITY**

The Paris Agreement recognises the need to put vulnerable groups at the heart of decision-making. These groups have the best understanding of what they need to overcome their vulnerabilities, and incorporating their understanding can inform and improve climate actions . However, these groups often lack the power to ensure these actions are actually implemented.<sup>7</sup> It is crucial that governments actively seek to utilise local knowledge to support decision-making. Otherwise, climate policies risk being poorly designed and inappropriate for local people.

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The City of Cape Town realised that by focusing on retrofitting ceilings in low-income communities, they could achieve benefits beyond improving the energy efficiency of the buildings; these retrofits could also improve the health of residents in the face of colder weather and reduce their overall energy bills. The city launched a pilot period with two potential approaches, and followed up with a community feedback survey to measure which option had the most impact. The resulting project led to 7,400 tons of emissions avoided and safer living conditions for the residents.<sup>8</sup>

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## **BUILDING INDIVIDUAL AND SOCIAL CAPITAL**

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

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New York's participatory budgeting process, 'myPB', has facilitated the allocation of \$210 million to 706 community-designed projects over the last eight years, leading to improved local services.<sup>9</sup>

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The involvement of communities can also, in part, relieve the financial and political demands on government because citizens can contribute knowledge, skills and capacity to the development of new cost-effective solutions and designs for sustainable urban planning<sup>10</sup>.

Creating space for open and inclusive dialogue can build much needed cohesion within the community, giving it the tools to address these crises and challenges collaboratively.



WE WANT A 100%  
RENEWABLE  
ENERGY ECONOMY



## **REDUCING UNINTENDED CONSEQUENCES AND BUILDING COMMUNITY TRUST**

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

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

Furthermore, beyond the public support needed for governments to implement climate policies and actions, the 1.5-degree target will still require significant lifestyle changes from some of the population, particularly in the Global North. Using community engagement to frame climate change actions around shared values can help to inform and drive individual behaviour change.

There needs to be belief in the integrity of the message that city governments are equally working alongside their citizens to develop a safer and more resilient future.

In many parts of the world, mayors are challenging national and international leaders to take faster action in line with their cities' level of ambition.

City governance systems are more flexible and can respond more quickly to implement solutions for sustainable development and adaptation than national-level governments. Furthermore, mayors are often seen as closer to the needs of people and can be held more directly accountable to their constituents for their decisions. For this reason, there is also political imperative to act.

Delivering an engagement strategy focused on being transparent, collaborative and responsive to local needs—especially the needs of communities on the frontline of climate change—is crucial to ensuring that the actions cities take can secure a just and climate-resilient future for all.

As hubs for people, business, infrastructure and innovation, cities are an integral part of the global effort to tackle and adapt to climate change.

Many city governments are recognizing they need to respond quickly and effectively to climate change due to the very immediate and tangible threats they are facing; for example, over 90 percent of all urban areas are coastal and thus many city dwellers are at risk from climate-induced sea level rise.

Cities have already shown to be a major driving force behind global climate action, with 64 percent of cities funding climate change measures through their own budgets and savings.<sup>12</sup>

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Commitments such as Stockholm's to be a fossil-free city by 2040, Rio de Janeiro's to have fossil free streets by 2030, and eight African cities' to cut emissions to zero by 2050, show that cities are prepared to adopt ambitious agendas to respond to the climate crisis. Similarly, Los Angeles' target to reach 2 million Angelenos through outreach, education, and training programs by 2025 and Barcelona's decision to put climate justice and promotion of citizen action as two of the four key pillars of their Paris-compatible climate action plan, show that cities are well-positioned to tackle the climate and inequality crisis simultaneously.

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# 03

## POLICY CHECKLIST

Key considerations for decision-makers to co-create a strong and inclusive vision

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Community engagement undertaken by cities should align with the six core principles set out below. These principles help to ensure that processes for the development of climate action practices are rooted in genuine engagement with a broad and diverse set of stakeholders and particularly those already suffering from inequality and the impacts of climate change.

### **ALWAYS BE TRANSPARENT**

Transparency is a key principle that should be upheld throughout the stakeholder engagement process. From the very beginning, city governments should clearly communicate to their stakeholders the objectives of the engagement process and seek to avoid over-promising actions where possible.

This will be crucial to maintaining a positive and constructive long-term relationship. Cities should be transparent as to how their communities' feedback will be used in the development of a plan or policy, particularly where controversial, and make clear how the community will be kept informed of progress in plan making.



Image Source: Courtesy of City of Medellín

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### **PARTNER WITH CITIZENS TO DELIVER CHANGE**

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

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Paris has recruited thousands of climate volunteers to orchestrate local climate action, including acting as knowledge brokers to their local community and promoting responsible environmental behaviour.

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### **STRIVE FOR DIVERSITY AND INCLUSION**

Cities should use a variety of engagement methods and channels that allow them to communicate with different audiences, who have varying experiences and needs, whilst ensuring consistent messaging.

Geographic location, language, age, sex, race and income, as well as the intersectionalities of an individual or group's identity, all need to be considered when designing an inclusive engagement strategy. Failure to reach a broad enough cross section of the city population may

act to entrench marginalisationmarginalization and exclusion of communities.

### **TREAT ENGAGEMENT AS A PROCESS, NOT AN ENDPOINT**

Community engagement should not be seen as a means to an end but should form part of a wider programme of relationship building and co-development practices. A city government should always be looking to build on previous community engagement and improve the relationship with its community over time. This can be achieved through tracking, measuring and reporting on stakeholder engagement to understand what is effective and what is not working well. *The Playbook for Inclusive Community Engagement* presents tools and strategies for undertaking effective and measurable monitoring of community engagement.

### **BUILD COMMUNITY CAPACITY THROUGH ENGAGEMENT**

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



Image Source: Courtesy of City of Sydney



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

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Co-design and co-production practices involve the community in the development or delivery of a service. The act of co-designing services or policies puts equal emphasis on the role of the provider and the user of the service.<sup>11</sup>

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### **DELIVER WITH INTEGRITY**

In order to lead and deliver an engagement strategy with integrity, city governments must uphold the key principles of transparency, collaboration and accessibility throughout the engagement process. A city can do this through regular evaluation of their approach against the strategy's vision and outcomes, and by being responsive to any issues as they arise.

## SIMULTANEOUSLY TACKLING CLIMATE CHANGE AND GROWING INEQUALITIES NEEDS EVERYONE

Our research shows that while some cities and communities are testing and implementing transformational initiatives that ensure meaningful engagement and participation of their communities, for many others, the lack of available case studies and tested techniques is a key barrier to delivering climate action in an inclusive and equitable way.





# 04

## THE INCLUSIVE COMMUNITY ENGAGEMENT PLAYBOOK

Introducing a practitioner's guide for inclusive community engagement

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Together with support and input from leading cities, we have developed a *Playbook for Inclusive Community Engagement*. A brief overview of this playbook is provided in sections 4-6 of this executive guidance.

There are growing concerns globally that communities feel disenfranchised from the planning process due to political exclusion and lack of tangible outputs from previous engagement processes. The Playbook is a working resource designed to provide cities with a practical guide to engage their communities in climate action, particularly those hard-to-reach and often excluded groups (e.g. women, minorities, children, elderly, informal workers, migrants).

We have collated and curated over 40 case studies and ready-to-use engagement methods to inspire urban practitioners, citizens and city leaders around the world to drive inclusive climate action. These resources seek to share knowledge and know-how on tangible methods for inclusive engagement in

Below is a summary of the key components of the playbook.



- **HEALTH CHECK:** An opportunity to check cities are ready to get started with the activities of each training module.



- **KEY TASKS:** The minimum set of actions that cities should undertake for each module to ensure that their key aims are achieved.



- **TOOLS TABLE:** A summary of all the tools that can be used for the module. This also includes an indication of the time, resources and skills required to use each tool, as well as particular scenarios or specific groups that the tool would be most appropriate for.



- **TOOLS:** Each tool is presented in more detail, specifically outlining: 1) how to use it, 2) benefits and challenges 3) related case studies and focus pages to help contextualise its application



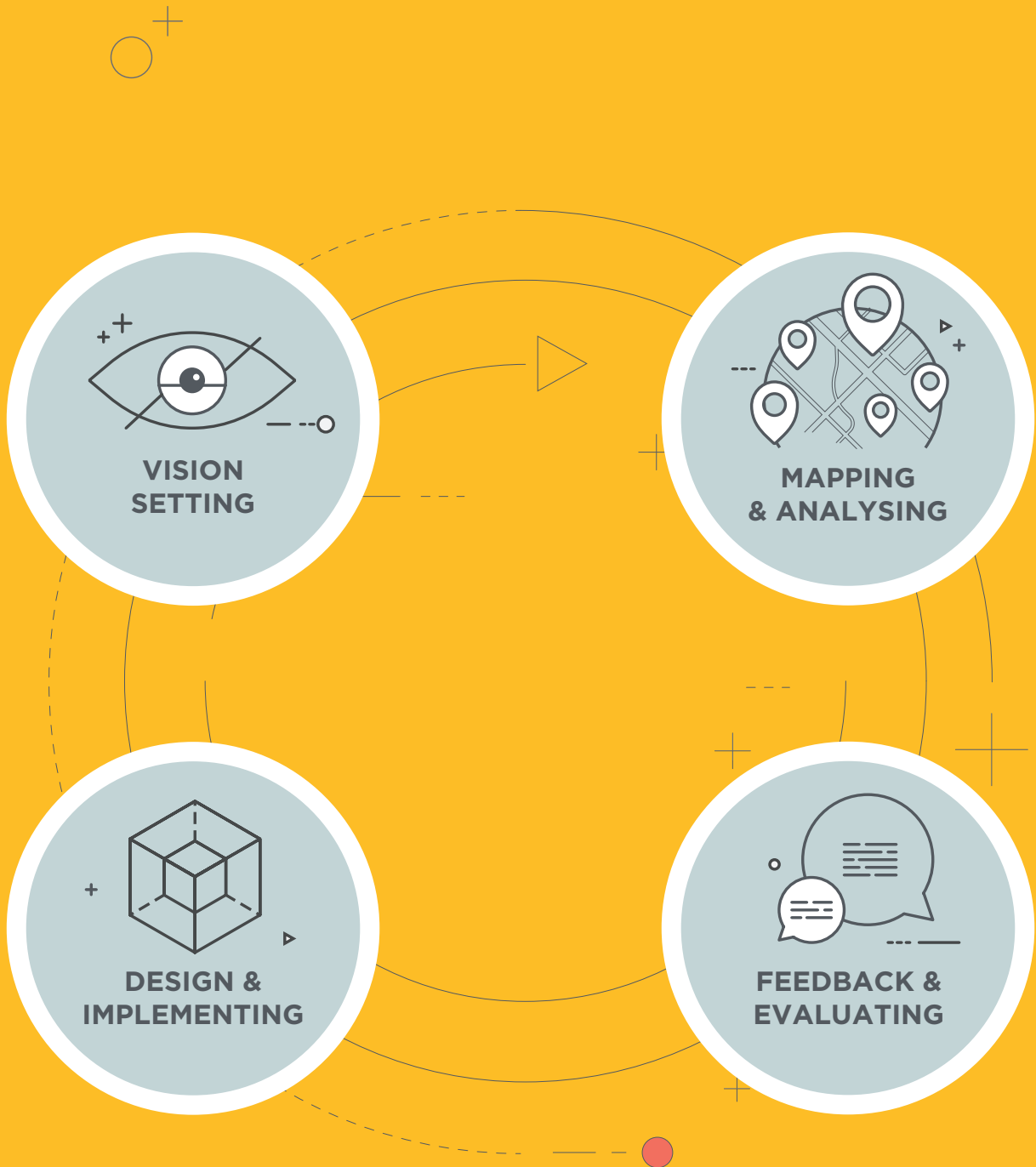
- **EXERCISE SHEETS:** Each tool is supported with either an existing template or example. In addition, ready-to-use templates have been developed for cities to put their learning into practice more easily



- **PATHWAYS:** The pathways guide users on the next step that they can take after completing the activities in their current module – this supports the iterative nature of engagement activities



- **CASE STUDIES:** Each module includes a selection of case studies from around the world, demonstrating how the engagement tools presented have been used.



## A CIRCULAR APPROACH

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

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

## A UNIQUE STRUCTURE

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



### SCALABLE

It can be applied to small projects as well as comprehensive plans.



### FLEXIBLE

Each of the stages are represented as modules within the playbook. Each module can be used independently item or combined to develop a complete strategy.



### EASY TO USE

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

# 05

## 4 STEPS OF INCLUSIVE ENGAGEMENT

Practical steps for implementing meaningful engagement

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This section outlines the four steps of the engagement approach and how cities can use them to develop an inclusive strategy to support effective climate action.

### 1 VISION SETTING

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

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

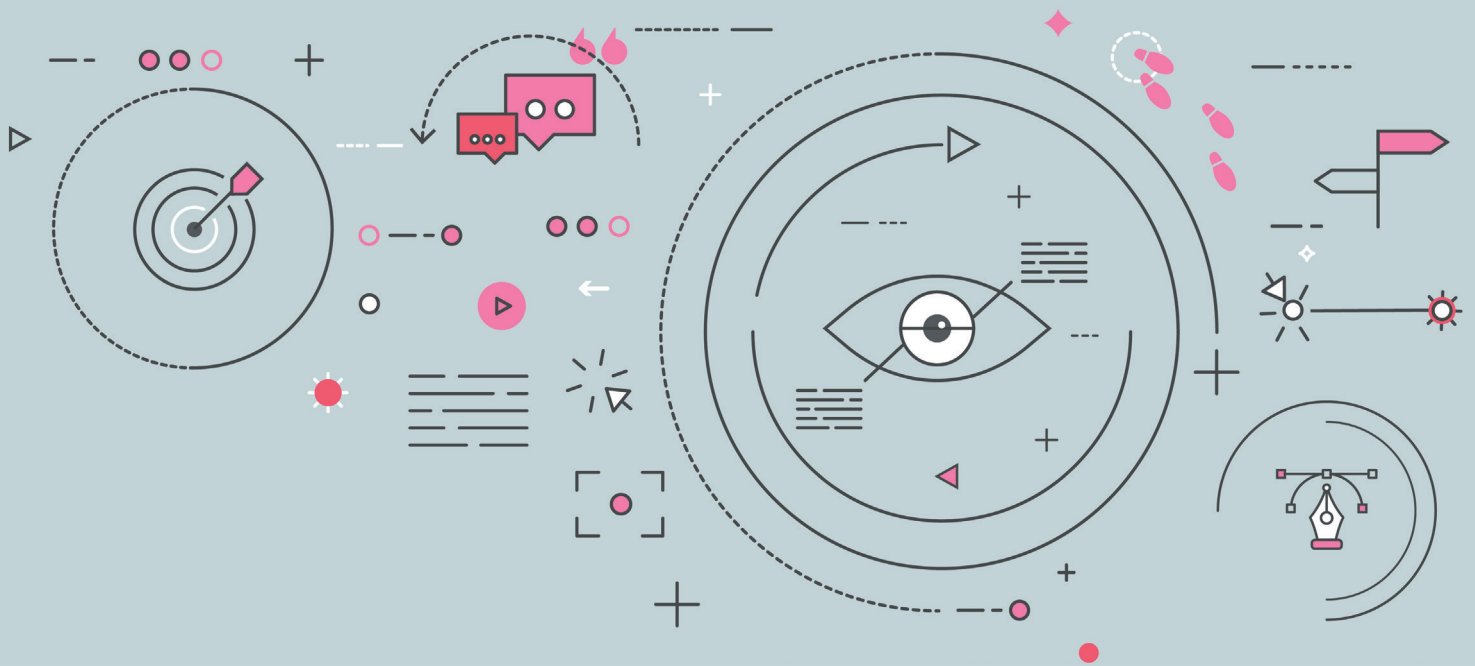
#### CONTENT

This module introduces cities to the different forms of engagement (e.g. communicate, inform) and provides three tools to develop this vision through collaboration. It encourages cities to consider the practicalities of an engagement strategy including resources, capacity and whether there is a need for training.

#### TOOLS

Outcome mapping, Self-assessment, SMART targets





## Connect SF

The City of San Francisco wanted to upgrade its transport system so that it was more equitable, accessible and sustainable. They had an overarching ambition, but needed to develop a vision and key objectives. Staff used a scenario planning framework to think about what the possible future scenarios of San Francisco may be ‘to live, work and play in the next 25 and 50 years’—and fed this into their final vision.



**Focus Groups**

**125** Participants

**3** Languages offered:  
Chinese, English,  
Spanish

**1** Youth  
Group



**Online Surveys**

**5,300** Respondents

**4** Languages offered:  
Chinese, English, Spanish, Filipino



**Targeted Outreach**

**60+** Organisations  
Engaged

**470** Pop Up  
Visitors

**700** Pop Up  
Responses

## 2 MAPPING AND ANALYSING

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

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

### CONTENT

**Identify:** This module presents the process of stakeholder identification through three key steps: identify, analyse and communicate. It presents a suite of tools for working with existing networks, recommendations from partners and analysis of the population demographic, so that cities can begin to determine who their key stakeholders may be. Once the stakeholders are identified, it is important to analyse their characteristics and traits and how these intersect to form their identities. This helps to understand what role or interest stakeholders have in a city's climate policy and its impacts, and how they can be communicated with throughout the engagement process.

### TOOLS

*This module also presents three case studies and an in-depth look at the role of knowledge brokers.*

**Stakeholder identification and analysis tools:** Existing stakeholders mapping, Referrals, Representation sampling, Vulnerability mapping, Interest + Influence matrix, Intersectionality mapping, Powers analysis, Social network analysis, Asset mapping.



### **ICLEI and ACCCRN tool for vulnerability mapping**

ICLEI - Local Governments for Sustainability and Asian Cities Climate Change Resilience Network (ACCCRN) developed a tool to define key fragile, urban systems and identify the vulnerable areas within each of these systems. A climate risk statement was constructed for each system, for instance, by creating a map shaded with the risk of increased precipitation and potential damages to water supply. This process was then repeated for each climate risk to build up vulnerability hotspots that could then be addressed through

### 3 DESIGNING AND IMPLEMENTING

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

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

#### CONTENT

This section explores different tools that have been shown to be innovative and effective in engaging hard-to-reach groups in the community, and—more importantly—how to use them.

#### TOOLS

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

*This module also presents a series of case studies<sup>12</sup> where the tools have been used in practice.*

*Furthermore, the module includes an in-depth section that studies the use of gamification for communicating climate change.*

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

The main engagement tools are structured around the engagement spectrum of consult, inform, collaborate and co-design.

**CONSULT:** The playbook explores the use of surveys as a flexible method for gathering feedback, although their structured nature means they can be limited in generating discussion with stakeholders.

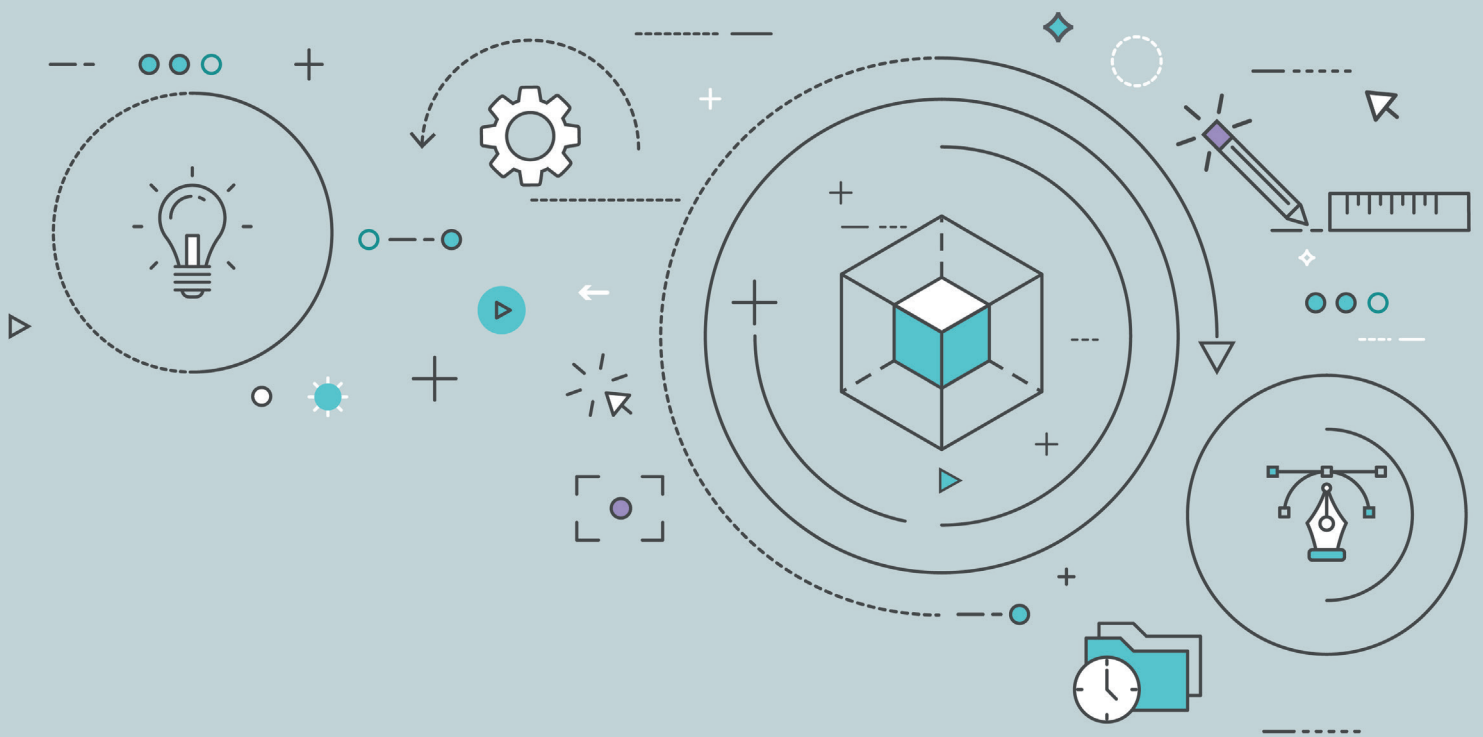
**INFORM:** The playbook introduces information events to inform stakeholders of an action or policy. Such outreach can be done alongside other forms of engagement and can be an ongoing process throughout the approach.

**COLLABORATE:** The playbook presents many ways to collaborate with stakeholders, which can vary depending on the size of the group or the required output. We explore semi-structured interviews and vox pops as one approach. If cities are looking for more informal methods of engagement, they can use kitchen table discussions designed to mimic conversations held in the home.

If cities are looking to work with larger groups, they can explore citizen assemblies or decision boards, which act as forums to discuss potentially sensitive topics.

**CO-DESIGN:** These practices are the most interactive of all the tools presented; the playbook examines the use of community training and co-design activities such as co-mapping, where the community and the government work alongside each other to better understand their city.

Innovative and unique methods for engagement are also presented alongside these tools, namely examining the role that digital tools e.g. ideas platforms and the arts e.g. open mic nights can play.



### **‘Free to Be’ map**

Melbourne, Australia has seen cases of gender-based public violence against women in recent years—but with 80 percent of sexual harassment and assault never reported, it is difficult to collect the necessary stories or statistics to bring about change. In 2016, the Free to Be project provided a web-based app for women to ‘drop a pin’ in places where they felt safe and unsafe in the city. The app has mapped submissions from 4000 women, which has enabled the city to visualise hotspots for harassment, informing future efforts to design safer and more inclusive urban spaces.

## 4 FEEDBACK AND EVALUATING

To help a city evaluate whether its engagement achieves its objectives and strengthens relationships between government and the local community.

Cities may need to employ various stakeholder engagement approaches for the suite of climate actions it is seeking to implement. Evaluating each approach will help to strengthen subsequent applications and allow continuous progress towards a city's ambitions on climate action.

### CONTENT

This section presents different methods for evaluating the activities cities have carried out as part of their engagement strategy. These methods may require the input of both governmental staff and the local community to produce qualitative and quantitative evaluation. Cities should not limit the application of these tools to the end of the engagement process; rather, evaluation should be conducted throughout the process to allow for iterative improvements.

### TOOLS

**MANAGEMENT TOOLS:** Stakeholder database, Lessons learnt log

**EVALUATION TOOLS:** Outcome evaluation, Process-based evaluation, Participatory evaluation

A case study focusing on the role of community scorecards in participatory evaluation is presented in this module, see overleaf.



## Community scorecards in Nigeria

In Yelwan Durr, a low-income, rural community with limited access to safe water, a pilot community scorecard exercise was hosted by Water Aid to examine the limitations in community engagement and why residents still had limited access to water compared to nearby communities. This process revealed that the community had not seen any benefits from a recent local government authority effort to improve water access. Revealing this to the authority resulted in the establishment of a Water and Sanitation Unit with dedicated funding.

# 06

## TIPS FOR USING THE PLAYBOOK

Practical information for users

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This section discusses who should use the playbook and in what context—including the time and resources required—and the potential limitations of its application.

### WHO SHOULD USE THE PLAYBOOK?

The playbook can be used by any city official involved in the process of developing and implementing actions to reduce emissions or adapt to the impacts of climate change. Just the same, the principles presented throughout the playbook are relevant to any government seeking to engage their community.

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

This playbook is a resource for those that are just beginning to develop their engagement programme and want to focus on one module, or those seeking a comprehensive resource with best practice examples. In either case, the playbook will support cities to carry out an effective, inclusive and meaningful engagement process.



## WHEN SHOULD CITIES USE THE PLAYBOOK?

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

- **At the scoping stage:** prior to implementation to help inform the decision-making process around the selection of an action or project
- **During the planning stage:** to build political and community support for a policy or action such that it can obtain regulatory approval
- **During the design process:** to ensure that the action meets the needs of the community
- **During implementation:** to determine if the plan or policy is achieving its objectives

## **WHAT ARE THE TIME AND RESOURCE REQUIREMENTS?**

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

## **WHAT ARE THE LIMITATIONS?**

The playbook is a general guidance document, which cities should use and adapt for their own context. It does not seek to provide bespoke recommendations for specific cities or for specific climate actions.

Cities should use the document alongside national, regional and local regulation, as well as the overall project objectives to create a tailored engagement approach.

## **PUTTING THE PLAYBOOK INTO PRACTICE**

The playbook provides a several ready-to-use exercise sheets that help cities put the tools into practice. It provides in-depth instructions on how to deliver these tools and what key considerations should be made.

In some instances, it is recommended that city staff further develop their knowledge or training on a particular area before undertaking engagement practices. In this case, links to other city engagement strategies and publications from organisations such as Friends of the Earth, the Urban Poor Consortium, and ClimateKic, are provided.

# CONTINUE YOUR ICA JOURNEY

Our research has demonstrated that to deliver inclusive climate action, cities must ensure that the principles of equity and inclusion are embedded in processes, policies and impacts.

While some cities are already delivering inclusive climate action, many cities still lack practical methods and resources to do this. To help cities achieve these ambitions, we have created 3 resources.

Inclusive climate action starts with a process where everyone's voice is represented. This underpins the delivery of equitable climate policies and impact.



We've curated over 40 different community engagement tools and case studies to build a comprehensive practitioners guide.

## INCLUSIVITY OF PROCESS

### PLAYBOOK: INCLUSIVE COMMUNITY ENGAGEMENT

An inclusive process rooted in genuine engagement with a broad and diverse set of stakeholders. Cities must engage a wide range of communities and stakeholders, with a particular focus on increasing participation and involvement of populations adversely affected by climate change and inequality. Importantly, this broad engagement must be intentional in reaching those that normally do not have access to city hall. C40 has developed case studies, techniques and exercises on participatory processes in cities to support them in delivering and/or improving stakeholder and citizen engagement strategies while planning or delivering climate policies. The ultimate aim of this work is to ensure that through an inclusive process the resulting climate actions and strategies are inclusive and equitable.



Using this roadmap cities can analyse their top climate actions through an equity lens; track their journey, using our curated database of equity indicators; and ultimately design climate policies that put people first.

## INCLUSIVITY OF POLICY

### ROADMAP: INCLUSIVE PLANNING

Fair and equitable outcomes come from thoughtful and intentional design of policies and actions. C40 encourages cities to design and plan their climate actions in a way that avoids unintended inequities when implementing them and increases access of programmes and services for the majority of much of the population. Cities can use these resources to influence equitable, fair and accessible climate (adaptation and mitigation) policies and actions. Designing and implementing more inclusive policies can ensure that the benefits of climate action are distributed fairly across the city inhabitants.



Cities can use our impact tools to calculate and communicate the wider benefits of climate action and ensure that these benefits are distributed equitably.

## INCLUSIVITY OF IMPACT

### TOOLKIT: EQUITABLE IMPACTS

Measuring the social and economic benefits from climate action is key to building support for action, and for ensuring effective policies are implemented. C40 resources focus on five action- benefit pathways, providing cities with the tools to calculate the social and economic benefits of climate actions (with a focus on jobs, accessibility, and affordability) as well as an approach for how to ensure these benefits







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