Citizen Engager

Citizen Engagement Manual for Climate Action and a Just Transition

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0. Introduction

The Citizen Engager aims to support **local and regional decision-makers as well as civil servants in co-creating climate actions, policies and strategies** together with their citizens. To fulfil this aim, **step-by-step guidance, hands-on methods, and lessons learned** from five case studies are provided.

In addition, this manual has a special focus on supporting decision-makers in **involving affected and vulnerable groups of society in citizen engagement processes on climate topics**. The reason for this focus is the unequal distribution of the effects of the most common climate mitigation and adaptation policies, which are often found more likely to negatively affect specific groups in society, such as people with lower income, women, people with migration background, and LGBTQI people [1–3].

The Citizen Engager was developed within the EU Horizon2020 Project "**LOCALISED**":

> ### The LOCALISED project
>
> **LOCALISED is a European-funded research project** which **is developing end-user products and services** for **local and regional administration and their citizens** as well as policy and business decision-makers in a co-design process by
> 1. providing downscaled **national decarbonisation trajectories**, consistent with Europe's net-zero target
> 2. helping to **upscale the definition and implementation of mitigation and adaptation measures at local level**, the establishment of Sustainable Energy and Climate Actions Plans (SECAPs) and the monitoring of related Sustainable Development Goals.
>
> The LOCALISED project targets the **NUTS-3 administrative level for all Europe**, to help regions and their local administrations and businesses understand what options they have to identify and mitigate the impacts of climate change, and how these can be implemented, taking into account energy justice. The Citizen Engager serves as a self-standing manual for citizen engagement at the local level. At the same time, it has also been co-designed and can be used together with the **LOCALISED Climate Action Strategiser (CAST),** another main tool of the LOCALISED project. **The CAST is a web-tool providing local decision-makers with science-based information on how to optimally integrate adaptation and mitigation measures for local climate strategies.** The CAST optimisation integrates social justice concerns as well as recommendations for citizen engagement from this Citizen Engager.

A detailed description of every case study and of the scientific evaluation of citizen engagement activities carried out to write this manual is also available in the **LOCALISED Deliverable D6.3**, which will be available on the LOCALISED Website from Summer 2025.

> ### Sources:
> Unless otherwise indicated, the content of this manual is based on:
> - The evaluation of the ->VIENNA CLIMATE TEAM two years of pilot phase;
> - The publication *Methods and Formats of Citizen Engagement* ("Methoden und Formate der Bürger*innenbeteiligung") within the project Tröpferlbad 2.0, which can be downloaded here [4];
> - The publication M*ethods for Promoting Social Innovation in the Context of the Energy Transition* ("Methoden zur Förderung sozialer Innovation im Kontext der Energiewende") within the project SINNergy-Trans – Social Innovations for Energy Transition, which can be downloaded here [5];
> - The Art of Hosting and Harvesting Conversation that Matter framework;
> - The evaluation of the five -> CASE STUDIES;
> - The expertise and experience of the authors.

➢ *How to Use this Manual*

You do not necessarily have to read the Citizen Engager from its beginning to its end, but you can jump directly to the chapters and sections which are most interesting or relevant to you:

→ The Introduction-Chapter provides a short overview of what to expect from this manual. Please make sure to especially **read the sub-chapter on** -> Central terms and theoretical background, to make sure you and us (the authors) have the same concepts in mind when using specific terms such as climate action, vulnerability, co-creation, etc.

→ **If you are new to Citizen Engagement, we recommend reading** Chapter 1 carefully**, as it provides** basic theoretical knowledge and relevant insights of Citizen Engagement.

→ **If you already have theoretical background knowledge and experience in the field of Citizen Engagement**, you can skip or only skim through Chapter 1. However, **we recommend that you read the sub-chapter on** -> Why is it important to co-create climate policies together with (vulnerable) citizens? since it describes the theoretical framework on which this manual is based.

→ Chapter 2 is the heart of this manual: it serves as a **step-by-step guide through citizen engagement processes in the field of (local) climate policy making.** It contains useful information for the planning and designing of engagement activities, implementing the results and following up with involved citizens. **Each sub-chapter describes one important step to take.**

→ Annex 1 is a **Method-Toolbox**, providing an overview of useful and well-established participation methods for identifying your target group, reaching out to them and engaging with them. The provided **methods are sorted by the engagement phases and its steps as described in Chapter 2**. Additionally, Table 8 in Annex 1 contains insights from a Social Impact Assessment evaluation of local mitigation policies carried out in the LOCALISED project.

→ Annex 2 gives an overview of five real-life citizen engagement **case studies** which have been conducted and evaluated during the LOCALISED project. They give an overview of the engagement processes as well as central lessons learned. **If you are planning to set up a participation process on a similar topic or want to work with a similar target group or engagement method, we recommend reading the corresponding case study.**

→ At the end of the Citizen Engager, we provide links to Further literature in English and German language, which contains useful papers, toolboxes and method descriptions for those who wish to explore the topic in greater depth.

Additionally, the following structural elements are used to help you with orientation and organizing content:

➔ **Color-coding is used to guide you through the manual:**

> **Central terms and definitions** are presented in **green** boxes, as well as key sources used for developing this manual.

> **Practical examples, related to the topic of the respective chapter** can be found in **blue** boxes. The examples primarily reference the five citizen engagement case studies.

> **References and additional information** can be found in **orange "Dive Deeper"** boxes.

➔ Color-coding is also used within the text, with central terms and definitions appearing in green, e.g. Co-Creation, and the names of specific sections of the manual appearing in blue, e.g. -> Chapter 1.

➔ **Cross-referencing is available when accessing this pdf via laptop or other devices:** When referring in the text to specific chapters or sections of the manual, we have linked them so that you can click on them and be guided directly to that part. Every internal link is preceded by a small arrow, e.g. -> Chapter 1.

You decide:

Importantly, the Citizen Engager provides a range of options. However, the choice of which methods to use—along with when and how to use them—ultimately rests with you, the user. As you read through this manual, keep in mind that there is no single approach or universal method for effective citizen engagement. Instead, the **processes and methods suggested here should always be tailored to the specific purpose, local context, available time and budget, and the people involved**.

➢ *Central Terms and Theoretical Background*

Here, we provide a selection of **central terms and definitions** in alphabetical order, which we refer to throughout the Citizen Engager. The definitions are harmonized with the LOCALISED project's Glossary.

Term	Definition
Affected citizens	Affected citizens include all those citizens that are (or are expected to) directly or indirectly being impacted by a specific climate policy or set of policies that a local public administration wants to implement. The impact can be positive or negative and it can vary in intensity. It can represent an impact on their lifestyle, on their habits, their finances or their mobility, just to name a few.
Bridge-builders	Bridge-builders are people who may not be directly part of a community, but are confidants of the community, e.g. because they have lived in the neighbourhood for a long time, are supporters or allies or speak the language of the community. They can offer meaningful support in reaching out to and engaging with the specific community.
Citizen Engagement	The term *Citizen Engagement* - here used interchangeably with the term *citizen participation* - refers to the opportunity for affected and interested people to be involved and to voice their interests and concerns at any stage of the policy cycle. Citizens can be involved in the development of policies, actions, overall strategies, or legal acts, as well as in their implementation and delivery. At the same time, citizen engagement encompasses all efforts of public institutions to consider the perspectives and inputs from citizens and other relevant stakeholders [6–9].
Citizens	In this manual, the term *citizens* includes all individuals who are affected by, or interested in a specific policy cycle, regardless of their legally recognized national status or official residential address, age, gender, sexual orientation, income, or religious and political affiliations.

CLIMATE ACTION	Climate Actions are actions taken in response to an experienced or projected climate threat, risk or impact, aiming to either mitigate climate change or adapt to its impacts by building resilience to climate events. Climate actions are often planned and implemented as part of local, regional, or national climate plans or policies (see SECAP).
CLIMATE POLICY	Climate policy refers to the strategies and actions taken by governments, organizations, and other entities to address and mitigate the impacts of climate change.
CO-CREATION	Within the framework of the Citizen Engager, we refer to co-creation as a participatory process, where **citizens** (including affected and vulnerable citizens) **together with (local) decision-makers** (including both those responsible for making final decisions and those responsible for implementing them), **co-create climate policies or actions for a just transition.** In some cases, it may also be beneficial to involve other relevant stakeholders, such as **experts or representatives of interest groups.**
LOCAL DECISION-MAKERS	Local decision-makers are individuals or groups who are responsible for making and implementing decisions that affect their respective local or regional communities. Within the Citizen Engager, this term primarily refers to: • **Local politicians** who hold the power to develop policies and decide on their implementation (e.g. mayor, district or provincial governor, town councillor). • **Civil servants** who are often experts in their thematic fields and are typically responsible for implementing the policies. For the sake of simplicity, throughout the Citizen Engager the term "local decision-makers" is used, referring to decision-makers at NUTS 3 level and at the level of Local Administrative Units (LAU) such as municipalities.
MULTIPLIERS	Multipliers are members of a specific community. They may, but do not have to, be spokespersons for that community. They can play a significant role in reaching out to and engaging with the respective community.
SECAP	The Sustainable Energy and Climate Action Plan (SECAP) is the key document that outlines how a local administration that is a signatory of the Covenant of Mayors will meet its climate commitments by 2030. It is the most common format for local climate action plans in the European Union (EU).
SOCIAL IMPACT	Social impact refers to the **positive or negative side effects of climate policies** on specific population groups, often disproportionately affecting those already facing socio-economic inequalities. When assessing social impact, we focus on identifying **unintended negative side effects** of climate action. This approach is rooted in the principles of **justice and equity**, which are essential for ensuring that climate actions promote fairness and inclusion.

STAKEHOLDER	A **stakeholder** is a person or group affected by the implementation of the climate policy who has the power to influence the process of the policy development and its implementation (based on Freeman, 1984). We suggest differentiating between two groups of stakeholders to be selected and invited to a citizen engagement process: (1) **Affected** citizens, including **vulnerable citizens** identified through a social impact assessment; and (2) **Other relevant stakeholders**, such as policy makers (civil servants and politicians), well-established local institutions like civil society groups or workers' associations, experts, consultants and others (including, when appropriate, local and regional businesses). These stakeholders hold power to influence or shape decision-making, regardless of their past interest in participating in citizen engagement processes.
TAILORING	Tailoring can be understood as an overarching strategy that takes different forms depending on the target group and intervention. Tailoring means **adapting** messages, methods, activities, materials, and more **to the specific characteristics and needs of different target groups** (whether cultural, financial, communicative, etc.). For example, this might mean linking outreach efforts with the daily lives or cultural traditions of your target group. Specific content geared towards the respective target group is much more effective than generalized messages.
VULNERABILITY/ VULNERABLE CITIZENS/ VULNERABLE GROUPS	Vulnerability, in this manual, refers to the susceptibility of certain individuals and communities to the social impacts of climate policy. In practice, citizens may be vulnerable to climate change either because they face higher exposure to extreme weather events and environmental disasters, or because they are more prone to negative side effects of mitigation and adaptation policies, such as increases in fuel or housing prices. This manual is particularly focused on the latter: **engaging groups that may be negatively impacted by potentially regressive effects of climate policies.** The concept of vulnerability discussed here is **intersectional**, meaning it varies and is shaped by interconnected socio-economic factors like **income, wealth, race, health, and age**.

1. Citizen Engagement

– A General Overview

1. Citizen Engagement - A General Overview

This chapter provides a **brief general introduction to citizen engagement** and delves into basic definitions, different levels of citizen engagement, its benefits, its role within the policy cycle, how to conduct effective and meaningful citizen engagement, and why co-creation with vulnerable citizens is important in the context of climate action. It may be useful to both local decision-makers who are new to the field of citizen engagement and to more experienced professionals as a short recap before Chapter 2.

➢ What is Citizen Engagement?

As described in the definition of CITIZEN ENGAGEMENT, this term refers to the involvement of affected and interested individuals in political decision-making processes, typically initiated by public institutions. It is often used interchangeably with the term "citizen participation" and refers to engaging CITIZENS— individuals impacted by or interested in specific policies or climate actions, regardless of their legal or demographic status.

The term "Citizen" is used here to distinguish individuals from "organized stakeholders", which refers to the structured public, including formal entities such as NGOs, unions, grassroots movements, and other civil society organizations. While engaging both citizens and other relevant STAKEHOLDERS in policymaking is crucial, the approaches differ. Effective citizen engagement necessitates providing time, information, resources, and incentives, whereas stakeholders typically have clearer interests and the means to participate [9].

In addition, citizen engagement is conceptualized in this manual as a **top-down participatory process** initiated and structured by public authorities. This should be distinguished from **bottom-up participation**, which is driven by citizens or civil society. Importantly, while bottom-up participation is not the focus of the Citizen Engager, it remains a fundamental part of democracy and has often served as a successful catalyst for initiating top-down citizen engagement processes.

> To summarize, within the framework of this Citizen Engager, "**citizen engagement**" refers to a **top-down participatory process** initiated and organized **by local authorities**, which **involves individual citizens** as the primary target group. While other relevant stakeholders may be included to varying degrees, they are not the central focus of citizen engagement activities.

➢ Different Levels of Citizen Engagement

Previous studies and practical experiences identify different levels of citizen participation, which vary in terms of the degree of engagement and the power granted to the citizens [6,9,11–13]. Three key levels frequently mentioned are shown in Figure 1 and explained in the text below. Furthermore, the term "co-creation" is defined and situated within those three levels.

INFORMATION:
A one-way flow of information from government to citizens, where citizens are informed about planned or implemented policies and their effects, without having the ability to influence decision-making. Common formats include leaflets, information websites, or public information events. While providing information is an essential step in almost every citizen participation process, it cannot be considered a participatory practice on its own and should be complemented by consultation or collaboration.
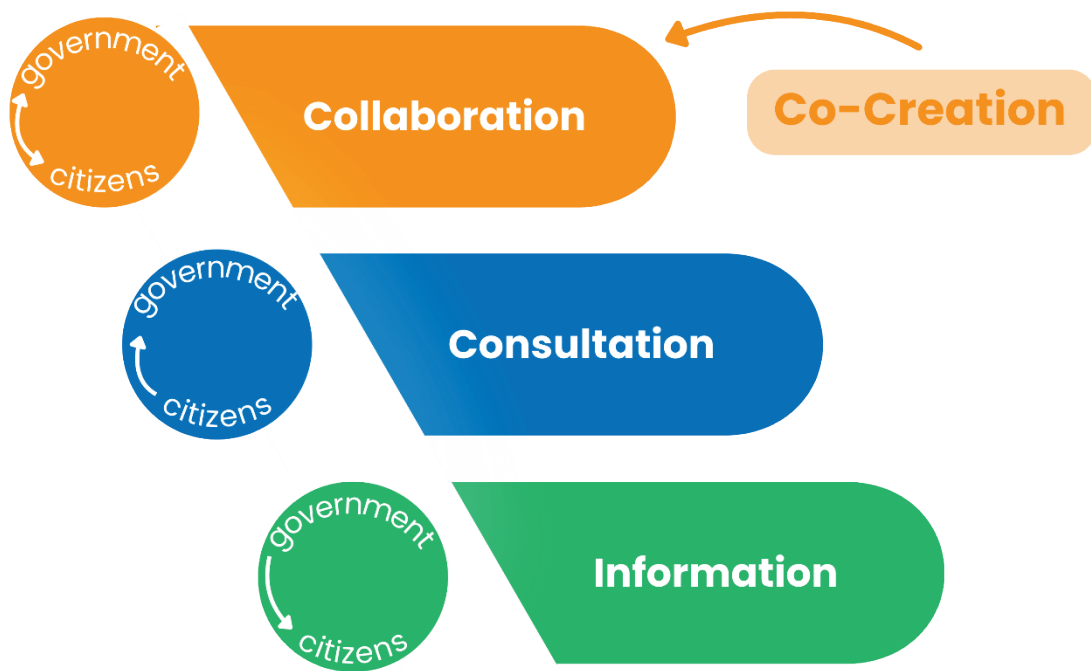
Figure 1: The three levels of Citizen Engagement

CONSULTATION:

A one-way flow of information from citizens to government, where citizens provide feedback and ideas on governmental proposals, plans, or decisions. This type of citizen engagement typically does not involve in-depth dialogue between citizens and the government. Formats can include public discussion events or surveys (online or print). Ideally, the government provides feedback on outcomes after the process.

COLLABORATION:

A two-way flow of information, where citizens and government engage in dialogue with one another. It builds on information and consultation and represents the most comprehensive level of participation. It involves citizens in planning, developing and/or implementing climate policies, with varying degrees of decision-making power. However, in most cases, the ultimate authority over decision-making remains with public institutions [6,9,13].

CO-CREATION

Co-creation is a form of collaboration. The Citizen Engager has a special focus on the CO-CREATION of CLIMATE POLICIES between CITIZENS and LOCAL DECISION-MAKERS, which is primarily situated at the collaboration level of citizen participation.

> **Dive Deeper:**
> ➢ More information on co-creation is provided in the sub-chapter -> WHY IS IT IMPORTANT TO CO-CREATE CLIMATE POLICIES TOGETHER WITH (VULNERABLE) CITIZENS?
> ➢ Case study examples illustrating the different levels of citizen engagement can be found in -> ANNEX 2

➤ *Benefits of Citizen Engagement*

When applied in the right context and at the right time, citizen engagement can lead to a range of benefits:
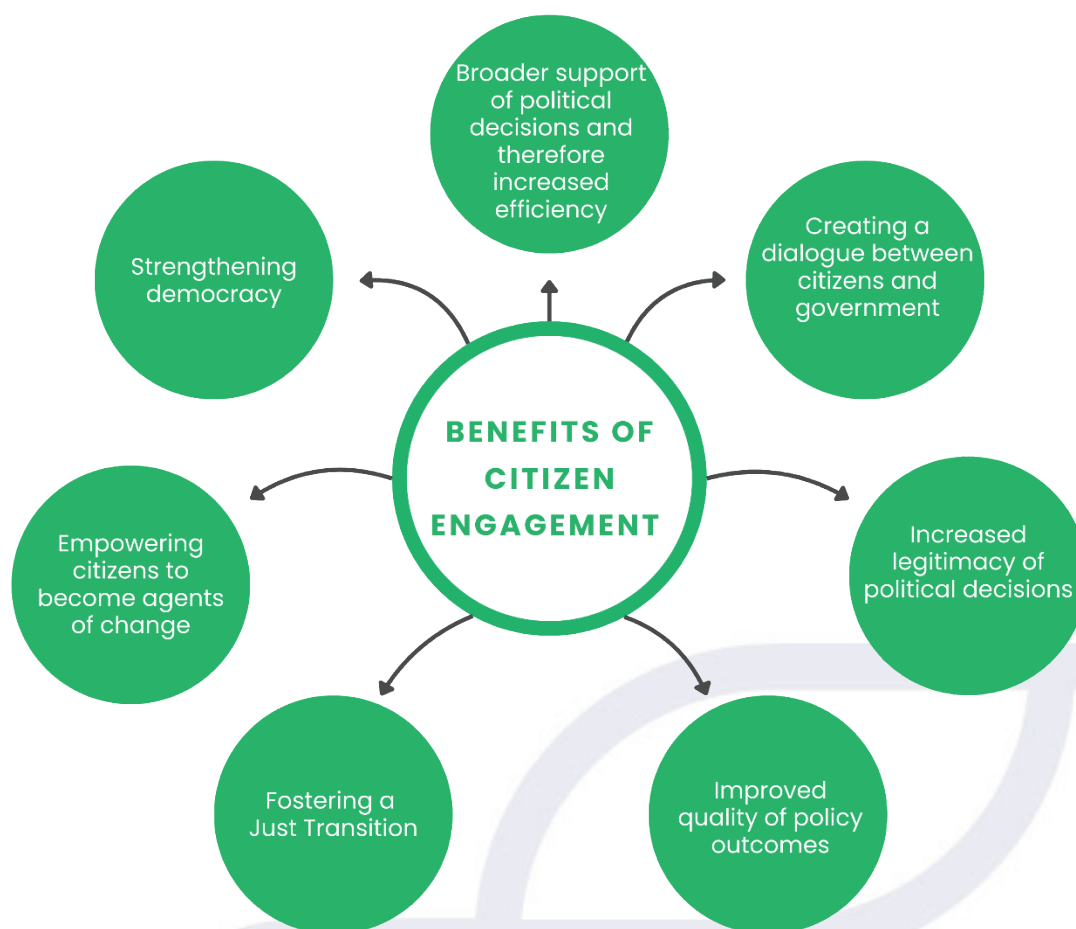
Figure 2: Benefits of Citizen Engagement

BROADER SUPPORT FOR POLITICAL DECISIONS, LEADING TO INCREASED POLICY EFFICIENCY
Citizen engagement can help build broader support for political decisions, especially when the process is transparent and consensus driven. Involving citizens, particularly in climate policy, can enhance acceptance of specific measures while reducing resistance and conflict, as exclusion from decision-making often leads to opposition[14–17]. In this way, citizen participation can ultimately save both time and financial resources.

CREATING A DIALOGUE BETWEEN LOCAL GOVERNMENTS AND CITIZENS
Citizen engagement fosters dialogue between citizens and their government on the challenges and benefits of climate policies. VULNERABLE CITIZENS often bear disproportionate impacts and directly involving them ensures their needs are recognized and considered in policy design. Moreover, some climate actions, particularly mitigation measures like carbon taxes or fossil-fuel vehicle bans, offer long-term benefits that may not be immediately apparent. Engaging citizens through information sharing can help build understanding and support for these policies.

INCREASED LEGITIMACY OF POLITICAL DECISIONS
A well-designed citizen engagement process can increase public confidence in the legitimacy of a

certain decision, as citizens gain a better understanding of how decisions are made by public administration and are included in the decision-making process for policies that directly affect them. Overall, this can reduce the risk of discontent, mistrust, and legal contestations [14].

IMPROVED QUALITY OF POLICY OUTCOMES

Involving citizens in the decision-making process can enhance policy outcomes by incorporating diverse perspectives, experiences, and knowledge, especially from AFFECTED CITIZENS and VULNERABLE GROUPS [18]. Close cooperation helps governments better understand the drivers and barriers of behavioural change, thereby improving the effectiveness of climate policies [6,9,19].

FOSTERING A JUST TRANSITION

Engaging citizens is essential to ensuring a just and sustainable transition, particularly for marginalized groups. As outlined in the IPCC's concept of a just transition, citizen engagement is a key component in developing and achieving equitable and sustainable climate actions and strategies [20].

EMPOWERING CITIZENS TO BECOME AGENTS OF CHANGE

Active citizen involvement supports a fairer and more inclusive transition toward a sustainable future. It empowers individuals to become agents of change who help drive societal shifts toward sustainability while safeguarding the interests of vulnerable communities, including women, low-income individuals, the elderly, and migrants.

STRENGTHENING DEMOCRACY

Citizen participation strengthens democracy by amplifying diverse voices and perspectives, ensuring that no group is left behind in the transition process. It promotes a greater understanding of governance processes, building self-efficacy among citizens and instilling a sense of ownership and responsibility for shaping the future, which in turn fosters solidarity among communities.

➢ *Policy Cycle and Citizen Engagement*

In fields such as climate policy, decisions typically progress through various stages. Figure 3 illustrates the stages of political decision-making and outlines potential citizen engagement options (author's own elaboration, based on OECD, 2022). Citizen engagement is valuable at every stage of the policy cycle. However, we recommend involving citizens as early as possible in the policymaking process, allowing them to contribute to decision-making rather than simply reacting to final outcomes. Late involvement, often initiated as a reaction to public resistance, can lead to scepticism and distrust, as citizens may feel decisions are already made without their input [17,18].

> **Dive Deeper:**
> ➢ For practical examples of when and how to engage with citizens at different stages of the policy cycle, see our five case studies in -> ANNEX 2

POLICY CYCLE: STAGES OF DECISION-MAKING AND POTENTIAL ENGAGEMENT WITH CITIZENS

5 Evaluation

Citizens can be **engaged to evaluate or monitor** the implementation of the solution and to measure its outcome and results.

4 Implementation

Citizens can provide **help in deploying the solutions** or projects decided in the previous stage.

1 Issue Identification

Citizens can be involved to **help identify the most pressing problems** to solve, map the real needs of the public, or gather inputs or ideas to tackle the problem.

2 Policy Formulation

Citizens can be involved to **enrich a proposed solution**, identify risks, prototype or test solutions, or collaboratively draft a policy, project plan or legislation.

3 Decision Making

Citizens can be involved to **collectively decide on the solution** to be implemented, the budget to be allocated, or the projects that will be selected.

Figure 3: Policy Cycle: stages of decision-making and potential engagement with citizens

> ## *How to conduct effective and meaningful Citizen Engagement?*

Core elements of effective and meaningful citizen engagement processes are presented in Figure 4 and explained in the text below:

Figure 4: Core elements of effective and meaningful citizen engagement processes

THE FOUR DS

The "Four Ds" are key principles for effective citizen engagement in climate policy [17].

- **Dialogue** emphasizes two-way communication between citizens and their government, going beyond the mere provision of information to foster active citizen participation.

- **Decision-making power** highlights the importance of granting citizens geniune influence over outcomes, thus avoiding tokenistic participation.

- **Diversity** fosters inclusivity by giving citizens from various backgrounds, including vulnerable groups, equal opportunities to participate in decisions that affect them. This principle helps counteract the tendency for citizen engagement processes to be dominated by homogeneous, privileged groups.

- **Deliberation** focuses on finding common ground within a group rather than individual wants and needs. It involves considering diverse perspectives, justifying preferences, and weighing evidence and information to support policies that serve the common good.

STRATEGIC ALIGNMENT WITH LOCAL LAWS AND REGULATIONS

Effective citizen participation requires alignment with local laws and regulations to ensure that the outcomes of the citizen engagement process influence policymaking. For example, in the case of the -> VIENNA CLIMATE TEAM, Vienna's Smart Climate City Strategy formally integrated participation targets, ensuring consistency, clear direction, and accountability in citizen engagement activities, despite political transitions. Establishing clear protocols in advance for how public input will be used increases transparency and ensures that citizen participation directly informs climate policies.

SUFFICIENT PREPARATION TIME AND FINANCIAL RESOURCES

Planning for citizen engagement should begin well in advance, with key stakeholders involved right from the -> PLANNING PHASE. A dedicated budget, separate from general project funds, is essential for effective engagement, securing adequate resources for planning, the engagement process, and the implementation of outcomes. Be sure to allocate funds for venue rental, refreshments, financial compensation or other incentives for participants, and/or a final "thank you" event.

However, meaningful and impactful citizen engagement can still be achieved with a limited budget if those responsible are committed to incorporating the results into policymaking.

CLEAR AND TRANSPARENT OBJECTIVES AND FRAMEWORKS

Clear, transparent objectives and frameworks are vital for successful engagement. These include:

- The topic, aims and initiators of the participation process;
- The scope for decision-making reserved for participating citizens;
- The legal framework;
- The schedule;
- The engagement methods used, the (external) organisations and moderation team involved;
- The follow-up and implementation process.

These elements must be communicated openly and transparently to the participating citizens, all other stakeholders and the wider public to prevent false expectations.

BINDING AND RELIABLE IMPLEMENTATION OF THE RESULTS

Successful citizen participation requires a high level of commitment and reliability, ensuring that the process is neither "staged" or "simulated," nor used simply to "manage acceptance" of pre-determined results.

Transparency about how engagement outcomes are implemented, or the reasons for any deviations, is essential for building trust and accountability.

CAREFUL AND COMPETENT COORDINATION, ORGANISATION AND MODERATION

The coordination structure must be transparent and the organizing team should be broadly recognized, ideally compromising of representatives of all stakeholder groups involved.

An independent, skilled external moderation team would be highly beneficial for organizing the process, selecting appropriate engagement methods, and managing emotional or conflict situations. The choice of engagement methods and process design should be aligned with the local context and regulatory frameworks, tailored to the target group, and carefully communicated to all involved stakeholders.

TRANSPARENT AND SCIENTIFIC PROVEN INFORMATION AS A BASIS

Climate information provided to citizens should be science-based and reliable. Collaboration with the scientific community helps ensure accuracy and comprehensiveness, while reducing misinformation. Scientists can also offer valuable feedback on climate policies' effectiveness, aiding local decision-makers in addressing social impacts and injustices.

➤ Why is it important to co-create climate policies together with (vulnerable) citizens?

This question contains three sub-questions, each of which will be answered in turn:

1. WHY SHOULD (LOCAL) DECISION-MAKERS ENGAGE WITH <u>CITIZENS</u>?

Engaging CITIZENS in climate action is essential because climate mitigation and adaptation policies are complex and often contested. Their success depends on:

1. A deep understanding of citizens' evolving needs;
2. Wide acceptance and legitimacy of the policies;
3. Innovative ideas, resources, and knowledge from citizens;
4. Changes in individual behaviour.

Citizen engagement ensures these factors are addressed, making it a crucial practice for developing effective climate policies [19].

2. WHY ENGAGE ESPECIALLY WITH <u>AFFECTED AND VULNERABLE CITIZENS</u>?

Engaging especially AFFECTED CITIZENS and VULNERABLE CITIZENS in climate action is crucial as the impacts of climate change and climate policies are not equally distributed across society. Vulnerable groups often bear a disproportionate share of these effects; therefore, their perspectives and experiences should be prioritized. Their meaningful involvement is vital to ensuring inclusive and effective citizen engagement processes.

AFFECTED CITIZENS include citizens who are (or are likely to be) directly or indirectly impacted by a specific climate policy or set of policies that local decision-makers plan to implement. Impacts may be positive or negative and vary in intensity, affecting aspects such as lifestyle, habits, finances, mobility, and more.

VULNERABLE CITIZENS are a subset of affected citizens who are susceptible to negative social impacts from climate policies, often influenced by factors like income, health, age, race and access to resources and support networks. Vulnerable groups are especially at risk from the regressive effects of climate policies, such as higher fuel or housing prices. Conceptualizing vulnerability, through an intersectional lens, is essential for designing inclusive and equitable climate policies.

Example from our Case Study -> CLIMATE MEETING – PUBLIC CONSULTATION FOR A GREEN FUTURE:

In Poland's Pomerania Region, the government's progressive bans on coal-based heating systems affect citizens who rely on coal for heating, especially in older buildings. Affected citizens also include families concerned about high air pollution or those interested in adopting climate-friendly heating systems. In this case, vulnerable citizens include those who are more likely to suffer negative consequences from the anti-coal bans, struggling financially or unaware of available subsidies to adapt to new regulations.

3. WHY FOCUS ON CO-CREATING BETWEEN CITIZENS AND (LOCAL) DECISION-MAKERS?

Ansell and Torfing (2021) describe co-creation as a collaborative process in which diverse actors work together to define challenges, design solutions, and select the best actions. It spans sectors, fostering collaboration between the public, private, and nonprofit sectors, and aims to improve practices, introduce innovative solutions, and empower democratic governance. Solving complex problems like climate change issues requires intense collaboration and co-creation of diverse stakeholders, as noted by various authors [18,22].

Currently, participatory processes are often -> CONSULTATION processes, where involved citizens deliberate over a certain topic and propose recommendations for (local) decision-makers. While these processes may succeed in engaging citizens, their outcomes are often insufficiently implemented, leading to frustration among the participants. Although such processes may include elements of co-creation between citizens, they rarely involve a co-creative dialogue between citizens AND decision-makers. This co-creative dialogue can be part of a consultation process, however, ideally it is situated at the -> COLLABORATION level of citizen participation. This approach fosters **co-ownership** of jointly agreed results by all stakeholders involved, strengthens decision-makers' commitment to implementation, and enhances citizens' acceptance of necessary lifestyle changes while encouraging them to become active agents of change.

> **CO-CREATION:**
>
> Within this Manual, we define CO-CREATION as a participatory process in which CITIZENS and (LOCAL) DECISION-MAKERS collaboratively develop effective and socially just CLIMATE POLICIES or CLIMATE ACTIONS. Other relevant STAKEHOLDERS, such as experts or interest groups' representatives, may also be included.
>
> The citizens involved should be especially those most affected by and most vulnerable to the policies under discussion. The term LOCAL DECISION-MAKERS refers both to stakeholders responsible for taking the final decision, who are usually (local) politicians, and those responsible for implementing the decision, who are usually civil servants.

However, in some contexts, other stakeholders may serve as **decision-makers and implementers**, as demonstrated in the example below:

> **EXAMPLE FROM OUR CASE STUDY:**
>
> Let's take the engagement activity -> ENERGY TRANSITION OF THE MICKIEWICZA HOUSING COOPERATIVE IN SOPOT (POLAND), as reference. In this case, the final decision-maker is the owner of the building, which in this specific case is the elected representative of the housing association. The implementer, instead, is the technical team that is implementing the new decarbonisation measures together with a building company hired for doing so. The citizens that ought to be involved are those residing in the flats, especially those most vulnerable to the effects of the old heating system (e.g. bad air quality) and the consequences of changing the heating system (e.g. increased rent or incidental costs). In addition, it may be helpful to involve other relevant stakeholders, such as experts on practical, legal or financial matters.

Co-Creating
Climate Policies

2. Co-Creating Climate Policies

Chapter 2 **is a step-by-step guide on how to set up a citizen engagement process,** focussing on co-creating climate policies and climate actions together with citizens, especially with those most affected and vulnerable to the topic under discussion. Figure 5 illustrates the outline of the chapter.

1. PLANNING PHASE
- (a) Set a topic
- (b) Identify your target group and other relevant stakeholders
- (c) Plan the engagement process and implementation of its results
- (d) Reach out to your target group(s)

2. ENGAGEMENT PHASE
- (a) Provide information
- (b) Give time and space for emotions
- (c) Co-creation together
- (d) Decide together

3. IMPLEMENTATION PHASE & FOLLOW-UP
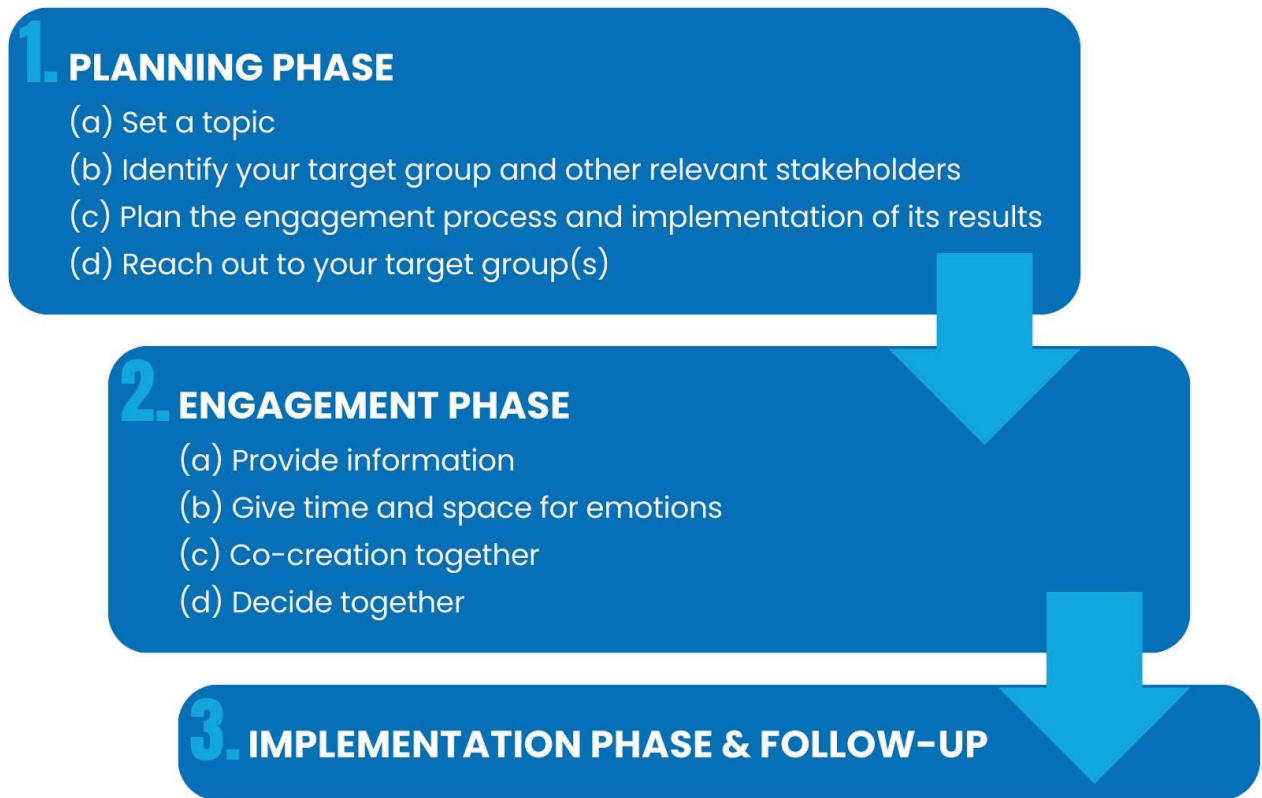
Figure 5: Steps of setting up a good citizen engagement process, as outlined in the following sub-chapters

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Dive Deeper:
- ➢ More information on the theoretical framework of co-creation is provided in the previous chapter, -> WHY IS IT IMPORTANT TO CO-CREATE CLIMATE POLICIES TOGETHER WITH (VULNERABLE) CITIZENS?
- ➢ A variety of useful methods for identifying your target groups, reaching out to and engaging with citizens is provided in -> ANNEX 1: METHOD-TOOLBOX
- ➢ Applied examples of how to set up a citizen engagement process are provided in -> ANNEX 2: CASE STUDIES

I. *Planning Phase*

a) Set the topic

The first step in an engagement process is **defining its scope**: What **problem(s)** should be solved? What **aim(s)** should be achieved? Which **question(s)** should be answered?

To recap from Chapter 1: Citizen engagement is especially useful when a topic requires deep understanding of citizens' needs, broad acceptance, innovative ideas, and changes in individual behaviour[19].

The topic's scope can range from **concrete, action-oriented issues** (e.g., the implementation of a concrete climate action, such as energy efficiency measures in -› THE MICKIEWICZA HOUSING COOPERATIVE IN SOPOT) to **broad, systemic topics** (e.g., developing cross-sectoral and overarching climate strategies like SECAP or municipal energy consumption reduction plans, as in the -› CLIMATE CONFERENCE IN ST. STEFAN-AFIESL) and everything in between.

When defining the engagement's scope, it is useful to consider where it fits within the POLICY MAKING CYCLE. This **clarifies the scope of participating citizen's influence and decision-making,** as well as the **legal and contextual framework**. Citizen engagement can be valuable at any stage, but involving citizens early in the process maximizes opportunities for co-design. Ideally, citizens are involved at multiple stages of the policy cycle.

It is important to communicate the aims and topic clearly and transparently to the participants and wider public from the outset.

> **Dive Deeper:**
> ➢ More information on policy making cycle: Chapter 1 -› POLICY CYCLE AND CITIZEN ENGAGEMENT
> ➢ More information on our case studies in: -› ANNEX 2

b) Identify your target group and other relevant stakeholders

Let us first consider how to identify the citizens who should be invited to your engagement process, that is your target group, and then how to identify other relevant stakeholders who should be involved throughout the process.

WHO SHOULD BE YOUR TARGET GROUP, AND HOW TO IDENTIFY THEM?

The broader and more systemic the topic of the engagement activity is, the more important it is to reach out to a large and diverse group of citizens, since everyone in society is likely to be affected by the outcomes. To ensure all perspectives are represented, special attention should be given to including citizens belonging to different VULNERABLE GROUPS, who are both more likely to be negatively impacted and the hardest to reach. Devote extra effort to inviting and engaging them, as their voices are essential to achieving an inclusive and socially accepted outcome.

The more specific the topic of an engagement activity, the more important it is to involve those citizens most likely to be negatively affected by the policy in question to ensure their needs, concerns, and insights are reflected in the design and implementation of climate policies. Specific groups should be identified and targeted, using Social Impact Assessments (SIAs).

> **SOCIAL IMPACT ASSESSMENT**
>
> When talking of assessing SOCIAL IMPACTS, we focus on assessing **unintended negative side effects** of CLIMATE POLICIES and CLIMATE ACTIONS on specific population groups. More specifically, negative effects imply an increase in already existing socio-economic inequalities for the selected vulnerable groups. This approach is rooted in the principles of **justice and equity**, which are essential for ensuring that climate actions promote fairness and inclusion.
>
> For instance, a policy aimed at reducing emissions might inadvertently raise energy prices, making heating or cooling less affordable for low-income households. Similarly, urban greening initiatives could lead to gentrification, forcing long-time residents out of their neighbourhoods. These effects are often unintentional side effects of otherwise well-intended policies.
>
> While this is not the primary focus of the definition employed in this manual, it is important to recognize that social impacts can also help identify opportunities and positive impacts for specific groups, highlighting potential benefits alongside challenges.

Negative social impacts of climate actions can arise through various channels. Common examples include:

> **EXAMPLES OF NEGATIVE SOCIAL IMPACTS OF CLIMATE ACTIONS:**
>
> ➢ **Income effects:** Policies like carbon taxes may increase costs for essential goods such as transportation or energy, disproportionately affecting vulnerable households.
> ➢ **Marginalization or displacement:** Urban renewal efforts or increased tourism linked to environmental improvements can lead to the displacement of vulnerable communities.
> ➢ **Access Inequalities**: Policies promoting renewable energy or energy efficiency may exclude certain groups. For example, subsidies for solar panels often benefit homeowners, preventing renters from participation.
> ➢ **Labor market effects**: The transition to greener industries can lead to unemployment in traditional sectors such as coal or oil. Workers in these industries, especially in regions with limited green job opportunities, may face significant challenges.
> ➢ **Digital Divide**: Climate policies relying on digital technologies can disadvantage groups with limited access or digital literacy. For instance, smart energy meters may exclude elderly populations or rural communities with poor internet connectivity.

> **Dive Deeper:**
> ➢ Practical example of Social Impact Assessment: ->TABLE 8 IN ANNEX 1 summarizes the Social Impact Assessment of local climate mitigation measures carried out in the context of the LOCALISED project, for a selection of vulnerable groups.

Depending on timing of citizen engagement activities within the POLICY CYCLE, social impacts can be assessed either **A Priori (Early Assessment) or A Posteriori (Later Assessment):**

- **A PRIORI (EARLY ASSESSMENT):** Social Impact is assessed during the first stages of the POLICY CYCLE (from Stage 1, *Issue Identification,* until Stage 3, *Decision-making*). This allows identification and mitigation of potential negative effects of a policy through specific instruments.

- **A POSTERIORI (LATER ASSESSMENT):** Social impact can also be assessed in later stages of the POLICY CYCLE (Stage 4, *Implementation,* and Stage 5, *Evaluation*), mainly after a specific policy

Planning phase   Engagement phase   Implementation phase

or action has been implemented. In this case, the assessment focuses on understanding which groups have already been negatively impacted and how, providing insights for implementing corrective actions such as targeted subsidies or information campaigns, evaluating a policy and informing future policy cycles.

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EXAMPLES:

➢ A PRIORI ASSESSMENT: Imagine a city developing a mobility policy to reduce carbon dependency. An early-stage social impact assessment might reveal challenges faced by specific groups, such as families with young children who rely on cars. Inviting these families to citizen engagement processes could highlight practical issues, like the need for family-friendly public transport options.

➢ A POSTERIORI ASSESSMENT: After banning old diesel cars to reduce pollution, local decision-makers may discover that rural residents, who depend on these vehicles for commuting and lack access to alternative transportation, are disproportionately affected. Additional measures, such as financial support for upgrading vehicles or improved rural transit, can then be introduced to mitigate these effects.

</div>

Three central approaches are used to assess the social impact of climate policies: **local knowledge**, **scientific insights**, and **good practices from similar contexts**. These are explained below:

LOCAL KNOWLEDGE	SCIENTIFIC INSIGHTS	GOOD PRACTICES FROM SIMILAR CONTEXTS
Local knowledge is crucial for understanding policy impacts on specific populations. Those who live and work in a community have firsthand experience with its dynamics, which enables them to identify groups likely to be disproportionately impacted by climate actions. Key contributors include (1) Experienced local decision-makers: Civil servants and local politicians often have deep insights into the community's vulnerabilities. (2) Representatives of well-established local institutions and civil society: These actors are often in direct contact with vulnerable individuals and deeply embedded in local networks. Therefore, they have a comprehensive overview of the potential challenges these groups may face.	Scientific research, especially in climate and social sciences, provides tools for assessing social impacts. Collaborating with researchers and universities offers valuable data, projections, and models tailored to local contexts. EU and other international research is often available as open-access policy briefs, reports and summaries, providing evidence-based guidance. Research also supports public administrations with practical tools, such as the LOCALISED Climate Action Strategiser (CAST). However, scientific insights should be informed by local knowledge [23]. For example, scientific models predicting urban heat island effects can be enhanced by community input on areas most affected by heatwaves.	Learning from other public administrations that have implemented similar policies helps anticipate challenges and adapt strategies. For instance, a city planning low-emission zones could examine how other cities addressed (or not) the economic impacts on low-income residents or responded to the concerns of small businesses. Municipal and regional networks, including those at the European level, offer platforms to exchange knowledge and collaborate on shared challenges.

The main outcome of an SIA should be a list of affected and vulnerable citizens who represent the target group(s) of your citizen engagement process. In our -> METHOD-TOOLBOX IN ANNEX 1 you will find useful methods for assessing social impact and creating your target group list(s), based on the three central approaches described above. The methods are listed below:
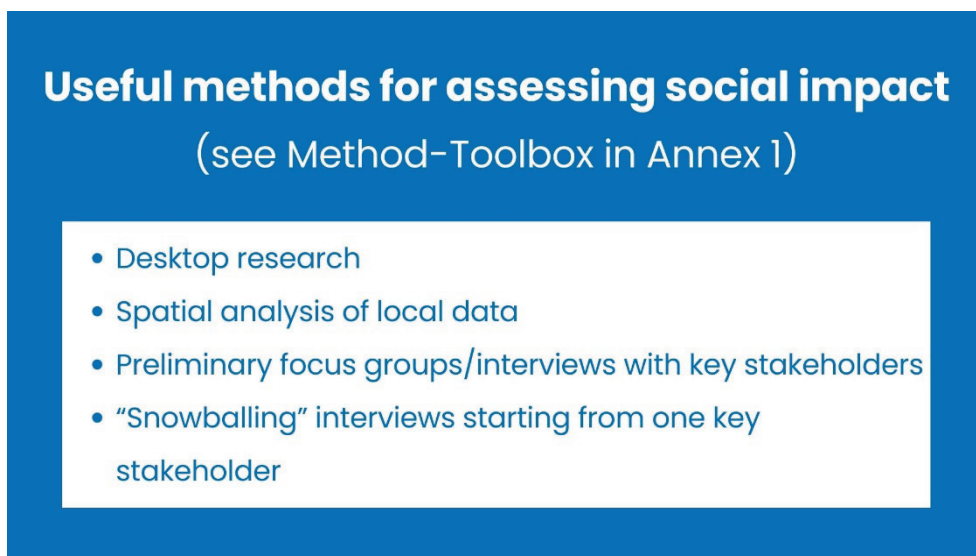
Figure 6: Overview of methods for assessing social impact. Table 1, Annex 1.

If your resources allow, we highly recommend combining different methods to ensure a comprehensive understanding of potential negative social consequences.

HOW TO IDENTIFY OTHER RELEVANT STAKEHOLDERS WHO SHOULD BE INVOLVED IN YOUR ENGAGEMENT PROCESS

When planning your citizen engagement process, in addition to your target citizens, it is important to identify other relevant STAKEHOLDERS. These stakeholders can assist in reaching out to your target citizens, attend engagement events in case you fail to successfully invite a sufficient number of targeted citizens or participate in additional or future stakeholder processes. Relevant stakeholders include:

- Civil servants and policy makers from relevant local administration departments
- Members of well-established local institutions (e.g., civil society and care organizations)
- Academics and researchers
- Any other stakeholders relevant to your topic and target group

As a first step in identifying relevant stakeholders, **begin by creating a simple list of people and organizations** based on your team's experience. You can also compile this list through a mix of methods including desktop research, preliminary focus groups or interviews, and snowballing sampling (see -> TABLE 1 IN ANNEX 1 for method descriptions).

In the second step, this list should be mapped and categorized. We propose using the stakeholder mapping method called **Influence/Interest Matrix** [24]. In this method, stakeholders with greater influence and power over the specific topic are positioned farther to the right on the horizontal axis of the matrix, while stakeholders with higher interest are positioned more upwards in the vertical axis. See Figure 7 for an illustrative example.
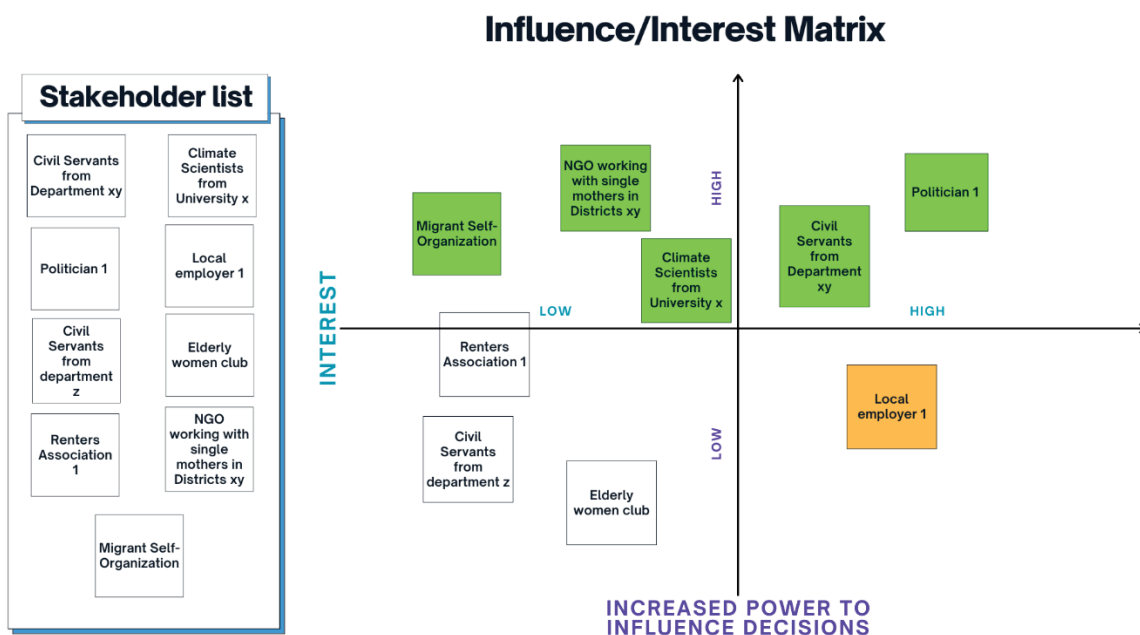
Figure 7: Example of an influence/ Interest matrix for stakeholder mapping

The matrix divides stakeholders into four quadrants:

- **Top-right quadrant (green)**: High interest, high power. These are key stakeholders, such as local decision-makers, who should be brought on board as early as possible, ideally during the planning phase of an engagement process. Larger organizations or well-recognized research institutes may also appear in this quadrant.

- **Top-left quadrant (green)**: High interest, low power. These groups are most commonly those working closely with vulnerable citizens, such as smaller well-established local institutions or grassroots initiatives. They can serve as key stakeholders when involving groups such as MULTIPLIERS or BRIDGE-BUILDERS.

- **Bottom-right quadrant (orange)**: Low interest, high power. Engaging these stakeholders can prove very difficult due to their low interest. However, because they wield high power and significant influence on decisions, they should remain on your radar for future engagement opportunities if circumstances change.

- **Bottom-left quadrant (white)**: Low interest, low power. These are low-priority stakeholders, who do not need to be included in the engagement process.

We recommend completing this matrix collectively within your team, as the exercise of positioning stakeholders often generates clarifying discussions and new ideas for next steps.

c) Plan your engagement process and the implementation of its results

Some important planning and organisational aspects of a citizen engagement process are:

GETTING KEY STAKEHOLDERS ON BOARD EARLY. IT IS IMPORTANT TO SECURE THE SUPPORT OF KEY STAKEHOLDERS WHEN ORGANIZING AN ENGAGEMENT ACTIVITY

Key STAKEHOLDERS such as LOCAL DECISION-MAKERS should be involved in the initial planning of your engagement process. Personal conversations with figures like the mayor or city council members can

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enhance opportunities for co-designing the process. Collaboration and co-design with key stakeholders help secure their support, create a favourable political climate, foster legal anchoring, and ensure that both the engagement process and the implementation of its results align with the local political environment.

In addition, it is advisable to involve other relevant stakeholders, such as scientists, MULTIPLIERS or BRIDGE-BUILDERS and those responsible for implementing the results (usually civil servants), to co-design the process and ensure its feasibility. To onboard stakeholders effectively, organizers should provide them with clear and detailed information about the engagement process, its objectives, expected outcomes, and their specific roles. If possible, consider a separate participation process for key stakeholders to strengthen their commitment and prevent frustration.

Conversely, a lack of stakeholder buy-in can lead to significant challenges, particularly during the -> IMPLEMENTATION PHASE.

CASE STUDY EXAMPLE:

Within the annual participatory budgeting process of the -> VIENNA CLIMATE TEAM, a separate participation process within the city administration takes place every year which allows for co-designing the engagement process and helps all involved key stakeholders to understand the process and their roles.

Furthermore, the Vienna "Smart Climate City Strategy ", a pivotal strategic document of the City of Vienna, includes specific targets to be reached in the field of Citizen Engagement. This strategic anchoring not only provides orientation across political and administrative changes but also enables accountability and points of reference.

In addition, for this participatory budgeting process, an a-priori broad-based political commitment of all city councillors has been reached that the projects selected by the citizen jury will be implemented.

THE IMPLEMENTATION PHASE MUST BE CONSIDERED FROM THE START AND REQUIRES A SEPARATE BUDGET

Engagement processes are often well-designed, but if their outcomes are not acted upon, citizens' trust in their government and democracy can be negatively affected. Therefore, policymakers and implementing authorities must consider the implementation of engagement outcomes from the very beginning. This requires legal anchoring, commitment from politicians and responsible officials (see paragraph above), as well as sufficient additional financial and human resources for the -> IMPLEMENTATION PHASE, along with monitoring and communication efforts. These needs should be planned for from the beginning of the process.

PLAN THE ROUGH DESIGN AND TIMING OF YOUR ENGAGEMENT PROCESS AND CONSIDER LOGISTICAL ASPECTS

When organizing an engagement activity, you need to plan and coordinate various logistical aspects, such as securing a suitable venue, arranging catering, gathering necessary materials, hiring (external) skilled moderators, and managing participant invitations and registrations. Make sure to organize these details before reaching out to citizens, as you will need to provide basic information, including the time and location, how to register, and what to expect during the engagement process.

Additionally, think about the specific needs of your target groups to reduce participation barriers, especially for VULNERABLE GROUPS. We recommend asking participants in advance about any special requirements and making necessary accommodations to encourage inclusive participation.

> **EXAMPLES FOR ORGANISATIONAL ASPECTS WHICH ADDRESS SPECIAL NEEDS OF POTENTIAL TARGET GROUPS:**
> - For migrants with language difficulties, use easy language, offer translations, and provide interpreters.
> - For elderly or citizens with physical disabilities, ensure barrier-free access, reduce background noise, offer sign language translation, acoustic support, and visual aids.
> - For parents, offer childcare during the event.
> - For citizens with low financial resources, provide financial compensation or rewards (e.g., vouchers, gifts).
> - Adjust the timing of the engagement activities to fit the daily routines of different groups (e.g., pensioners or parents of young children often have different daily schedules than full-time working adults).
> - Provide a Questions and Answers (Q&A) document in advance to reduce participation anxiety (e.g., on the process, dress code, invited stakeholders).

> **Dive Deeper:**
> - For further details on the implementation of results, see -> IMPLEMENTATION PHASE AND FOLLOW-UP

d) Reach out to your target group

THREE MAIN REACHING-OUT APPROACHES

There are three primary approaches for inviting citizens to participate in an engagement activity[9]:
Open Call, Closed Call and Citizen Lottery.

A) OPEN CALL

An open call is an open invitation for anyone to participate, aiming usually to involve as many people as possible. However, studies show certain groups (e.g., older, male, white, wealthy, well-educated individuals) are typically overrepresented when using the open call approach [25–27]. Thus, to reach out to vulnerable citizens, an open call is not purposeful, but variations of an Open Call can be more effective, such as:
- Having an open call only within specific, pre-defined groups of citizens.
- Using the open-call format for an initial registration of participants, but selecting final participants based on pre-defined criteria (e.g. socioeconomic aspects, affectedness). The selection criteria shall be communicated transparently upfront. This variation of an Open Call works as well when aiming to build a small but diverse group of citizens.
- Allocating dedicated effort in reaching out to targeted (vulnerable) groups through tailored reaching out methods (see paragraphs below).

> **EXAMPLES FROM CASE STUDIES:**
>
> The Open Call Approach has been used (1) for the -> CLIMATE CONFERENCE IN ST. STEFAN-AFIESL: Everyone who lives or works in St. Stefan-Afiesl was invited to participate to discuss local climate solutions together; and

> (2) during the "Ideas Collection Phase" of the -> Vienna Climate Team: Everyone who lives, works or travels in Vienna is invited to submit their ideas for climate protection or adaptation projects, regardless of their age, nationality or other exclusionary factors.
>
> To reach a more diverse target group, the Vienna Climate Team promotes its engagement opportunity within neighbourhoods which are especially vulnerable to climate change effects, and where a relatively high percentage of vulnerable groups of society live. They also provide information material in different languages and use MULTIPLIERS to reach out directly into the vulnerable communities.

B) Closed Call:

A closed call is a closed invitation for participation addressed to only certain pre-defined citizens or groups of citizens. This can be based on, for instance, affectedness, sociodemographic variables, expertise, or lived experience. Those criteria must be communicated transparently upfront.

> ### Examples from Case Studies:
>
> The Closed Call Approach has been used for reaching out to participants for
> (1) the -> "Active Listening Sessions for vulnerable groups": The city of Barcelona aimed to engage especially with different vulnerable groups of society to collect their feedback and needs regarding climate mitigation and adaptation topics. They reached out to very specific groups of society, such as children, elderly, people from diverse ethnic background or people with health disabilities.
>
> (2) the -> Climate Meeting – Public consultation for a Green Future, MAGGS (Poland): The organizers targeted only elderly people in order to inform them about the new anti-smog resolution and discuss together its impact on their daily life.

C) Citizen Lottery:

Citizen lottery refers to a random selection of participants based on previously defined variables, which are most often socio-demographic. The final group of participants is a microcosm of society, a so called "mini public". The selection process usually involves two stages: (1) Initial random invitations to several thousands of citizens. Those who show interest are asked to answer survey questions on the selection criteria. (2) A random but representative sample is chosen from this cohort (including a replacement cohort in case of drop out). Upon assessment, if some groups of society are still underrepresented, there might be a second round of invitations.

As a variation of Citizen Lottery, you might want to overrepresent certain (vulnerable) groups of citizens within the citizen jury (e.g., young adults when it comes to questions concerning the more distant future).

The Citizen Lottery offers equal participation chances to most people and reaches citizens who might otherwise not have known about this participation opportunity. However, some marginalized groups like undocumented migrants or homeless individuals, who are not in the resident registry, remain excluded. It is important, if possible, to actively engage the voices of these groups in other steps of your engagement process. This can be achieved through the use of MULTIPLIERS or well-established local institutions such as, NGOs, social work institutions or self-organized groups who are close to a specific community.

METHODS FOR REACHING OUT:

Depending on which of those three approaches you choose for your engagement process, different reaching out methods apply. -> TABLE 2 in the Method-Toolbox provides descriptions of numerous reaching out methods to help you to successfully reach, activate and invite your target group. The scope of those methods is very different – from *specific types of events* to *different types of information material,* to *communication channels* and the *involvement of key stakeholders* to reach your target group. Figure 8 gives an overview of the provided methods.

Methods for successfully reaching out to your target group(s)

Different formats of reaching out events:	Different types of information and interaction material:	Useful communication methods and channels:	Involvement of key stakeholders to reach your target group(s):
• Information events • Information stands • On-site inspections • Trying out sustainable alternatives • Webinar • Workshop/ discussion round for interactive knowledge transfer • Using local events	• Information material • Ice-breaking materials • Using visualisations and 3D-models • Drawing station (e.g. a "children station") • Open wall to collect ideas	• Outreach forms of participation and communication • Starting a conversation on the daily life of the person in front of you • Personal invitation to participate • Direct postal mailing • Advertisement in local newspaper • Digital Storytelling • Telephone and e-mail Information channels	• Identifying and working with local multipliers and bridge-builders • Cooperation with well-established local institutions • Involving (local) migrant (self-) Organisations • Involving municipal departments • Involving (local) media, artists and cultural creators • Working in diverse teams

Figure 8: Overview of methods for how to reach out to your target group(s). Table 2, Annex 1.

PRACTICAL ADVICE FOR REACHING OUT TO YOUR TARGET GROUP:

Please keep in mind:

- It is highly recommended to use a combination of outreach methods to engage as many people as possible from your defined target group(s) and ensure diversity.
- Allow sufficient time for outreach, at least several weeks, to maximize participation.
- **Engaging vulnerable citizens**, as opposed to the "usual suspects," can be challenging and **requires significantly more effort in mobilization and outreach.** However, it is both achievable and highly rewarding.
- Reaching out methods always need to be TAILORED to your respective target group in order to be effective.

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WHAT TO DO IF YOU FAIL TO SUCCESSFULLY REACH OUT TO YOUR TARGET GROUP?

Reaching your target group, especially vulnerable citizens, can sometimes be challenging. There may be various reasons for this, such as limited resources for organizers to effectively reach out and reduce participation barriers, as well as a lack of willingness or ability among vulnerable citizens to engage. For instance, a single parent or someone balancing full-time work with caregiving responsibilities may have very limited time. Additionally, the topic of the engagement activity itself may not be relevant or appealing to your target group.

If, despite all efforts, it is not possible to involve (a sufficient number of) vulnerable citizens directly in your engagement process, you can apply one or several of the methods described in -> TABLE 3 in the Method-Toolbox, to ensure the perspectives, needs and ideas of vulnerable citizens are still brought into the process (see Figure 9 for an overview of those methods).

However, it is important to point out that these methods should be considered more of a "Plan B" in case "Plan A" (engaging with the target group directly) does not succeed. Citizens and their needs are diverse. It is always best to engage with the affected person directly; otherwise, there is a risk of overlooking the nuances of individual perspectives and limiting the direct empowerment of the target group.

Alternative methods for bringing in the needs and views of vulnerable citizens

- Participatory observation
- Activating questioning
- Questionnaire
- Involving representatives directly into the engagement activity
- Focus interviews and Focus groups

Figure 9: Overview of methods for how to bring in the needs and views of vulnerable citizens into the engagement process when direct involvement of vulnerable citizens is not possible (Table 3, Annex 1)

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II.   Engagement Phase

When setting up an engagement process, we propose a sequence of four elements to successfully CO-CREATE CLIMATE POLICIES and CLIMATE ACTIONS for a sustainable and socially fair future, which are visualized in Figure 10:
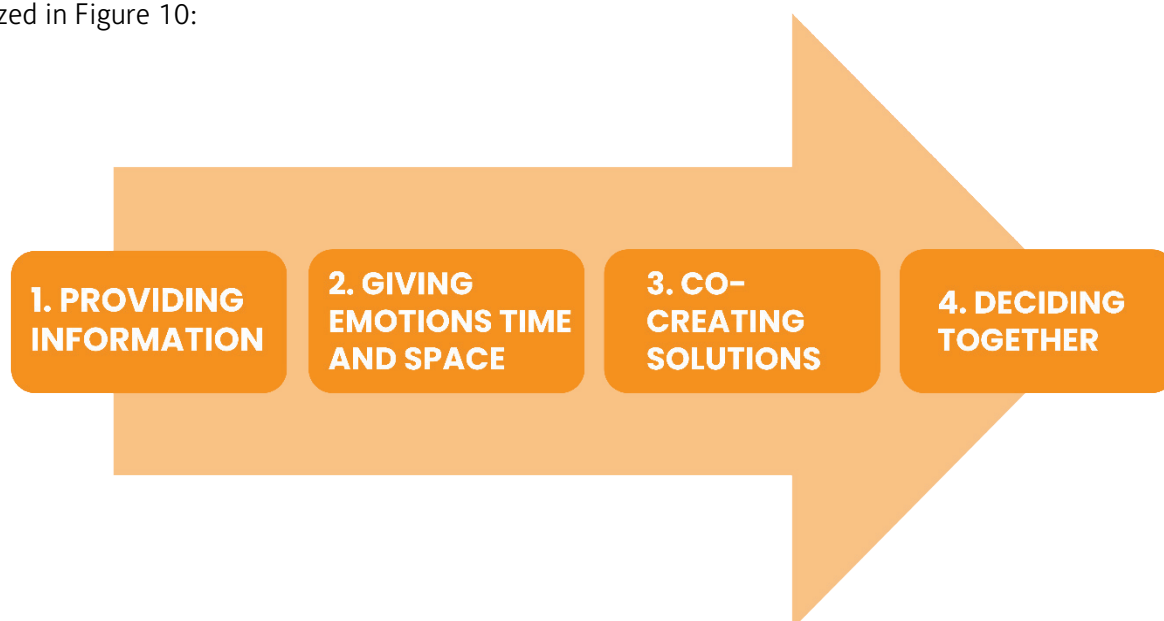
Figure 10: Four central elements of successful co-creation

For each of those elements, different citizen-engagement methods can be applied and combined. Keep in mind to adapt each method to your local context, purpose, expertise, budget, timeframe and other limiting factors. Figure 11 gives a first overview of the methods, which can be found in more detail in -> ANNEX 1: METHOD-TOOLBOX.

Overview of Method-Toolbox for Co-Creation (Annex 1)

(a) Providing information	(b) Giving emotions time and space	(c) Co-creating solutions	(d) Deciding together
• Expert presentation • Q&A with experts, affected people or other relevant stakeholder • Providing written information, videos or other media formats • Data based tools • Gamification • Simulation Game • "Fact Checkers"	• Dynamic Facilitation • Dyads • Dialogue/ Circle • Focus interview/ groups with affected citizens • Silent Discussion • Future Workshop	• Silent discussion • World Café • Open Space • Pro Action Café • Design for Wiser Action • Future Conference • Future Workshop • Design Thinking	• Sociocracy/ Consent decision making • Systemic consensus • Citizen jury • Referendum, Plebiscite, Popular or Public Vote

Figure 11: Overview of Methods for how to successfully engage with vulnerable citizens in a co-creative engagement process

Planning phase   Engagement phase   Implementation phase

a) Providing information

A very important first step in any engagement process is to **provide your participants with the necessary information about your engagement activity**. This fosters CITIZENS' trust in the process and in LOCAL DECISION-MAKERS, and it helps prevent frustration stemming from unfulfilled expectations. This process should include:

(1) The aims, design, and initiators of the engagement process,
(2) Scope of decision-making: what can we decide together? What has been, or will be, decided in different administrative contexts and scales?
(3) What will happen with the results of this engagement activity.

Additionally, **providing clear and relevant information helps citizens understand the issue** at hand, which is essential for co-creating effective solutions. It also fosters greater acceptance of unpopular climate policies, encourages a willingness to adopt individual behavioural changes, and strengthens self-efficacy. **The information you provide must always be** TAILORED **to your target group**. You may want to ask yourself:

- What does the topic of discussion have to do with the daily life of my target group?
- What information is relevant for my target group?
- What information is relevant for the decision(s) to be taken?

The exact type and level of detail of the information provided will depend on your target group, the specific topic, the objectives, and the duration of the engagement activity. The information may include one, some, or all the following:

- Scientific basis of climate change
- The specific climate change issue being discussed
- (Local) climate policy and (local) climate policy making
- Climate change mitigation and adaptation actions planned or already taken
- Special geographic and socio-economic features of your local region

Please keep the following points in mind:

- Provide the information in a **clear and structured way**, using **easy language** rather than scientific language.
- The information you provide should be based on **up-to-date** and **local data**.
- **Mixing knowledge inputs** is a great strategy to maximise engagement. Incorporating a variety of knowledge-sharing techniques, such as presentations, quizzes, and hands-on experiments, keeps the audience engaged, makes the learning process enjoyable, and stimulates diverse forms of discussion.
- Having **experts** on hand to share their knowledge is usually highly valued by participants.
- **Gamification** methods can be a great way of providing (local) climate information to your participants and to ensure a common ground of (local) climate knowledge.
- Methods of providing information must always be tailored and adapted to your target group. For instance, think about language and technical terms used, the connection to their daily lives, and their attention span.
- Ask yourself which information is really needed for your participants to be able to participate in the next steps of your engagement activity in a well-informed way. **Leave out unnecessary or too detailed information.**
- Citizen engagement processes naturally increase participants' knowledge of the discussed topic. This happens as they share insights with one another and often seek out additional information on their own. However**, keep in mind that not all information** they encounter **may be scientifically validated**, so it is recommended to provide reliable sources to ensure accuracy.

> **Dive Deeper:**
> ➢ Method descriptions for "Providing information" can be found in -> Table 4 in Annex 1

b) Giving emotions time and space

Dealing with the emotions of participants:

Discussing **topics with a strong emotional component**, such as the potential negative impacts of climate policies on daily life, **requires time and space** to address those emotions. If left unaddressed, these feelings can hinder cooperation, obstruct productive, solution-oriented discussions, and disrupt co-creative processes.

Simply put, **meaningful co-creation of solutions can only take place when participants' fears, frustrations, anger, and other strong emotions are acknowledged and given space.**

Strong emotions and conflicts may arise during an engagement process. When this happens, **it is important to prioritize addressing these disruptions** by allowing participants time and space to express their feelings.

Having a **skilled external moderator with experience in handling emotional situations is highly recommended**. In some cases, no special methods are needed. **Actively listening, showing empathy and understanding, and acknowledging participants' emotions may** be enough to create a supportive environment.

However, not all engagement activities necessarily involve strong emotions. Emotional intensity is generally lower in situations such as:

(a) When no decisions need to be made and the focus is on brainstorming ideas together.
(b) When the topic is more technical or abstract and does not have a direct or strong impact on participants' personal lives.
(c) When the engagement activity is relatively short, limiting the depth of discussion.

Therefore, **depending on the aim, topic, and duration of the engagement process, the need to create space for emotions may vary from minimal to significant.**

> **Dive Deeper:**
> ➢ Facilitation methods that can be very helpful when emotions need more time and space can be found in -> Table 5 in Annex 1

Dealing with the fear of failure on the side of the organizers:

When organizing citizen engagement activities, especially for the first time, organizers may experience various fears: What if too few people show up? What if there are too many? Most importantly, how should we handle negative feedback? These are all legitimate concerns.

It is possible that turnout may be lower than expected. Additionally, inviting citizens to provide feedback and co-create solutions inherently open the door to potentially difficult or even conflictual discussions.

In such moments, it can be helpful to remember the -> benefits of citizen engagement, the purpose of the initiative, and the fact that fostering dialogue and co-creation with citizens leads to fairer and more resilient solutions to the climate crisis.

On a practical level, preparing for different scenarios can help ensure a successful outcome. Developing multiple agendas and exercises for the same meeting, tailored to different participant dynamics, allows for flexibility and adaptability as the engagement unfolds.

c) Co-creating solutions

While the methods described above on -> PROVIDING INFORMATION and -> GIVING EMOTIONS TIME AND SPACE are important and necessary, they primarily serve to pave the way for the heart of the engagement activity: The co-creation phase.

To recap, we refer to CO-CREATION as a participatory process, in which CITIZENS (especially those most affected and vulnerable to the climate policies) together with LOCAL DECISION-MAKERS co-create CLIMATE POLICIES and CLIMATE ACTIONS for a just transition. Sometimes other stakeholders are included as well, such as experts or representatives of interest groups.
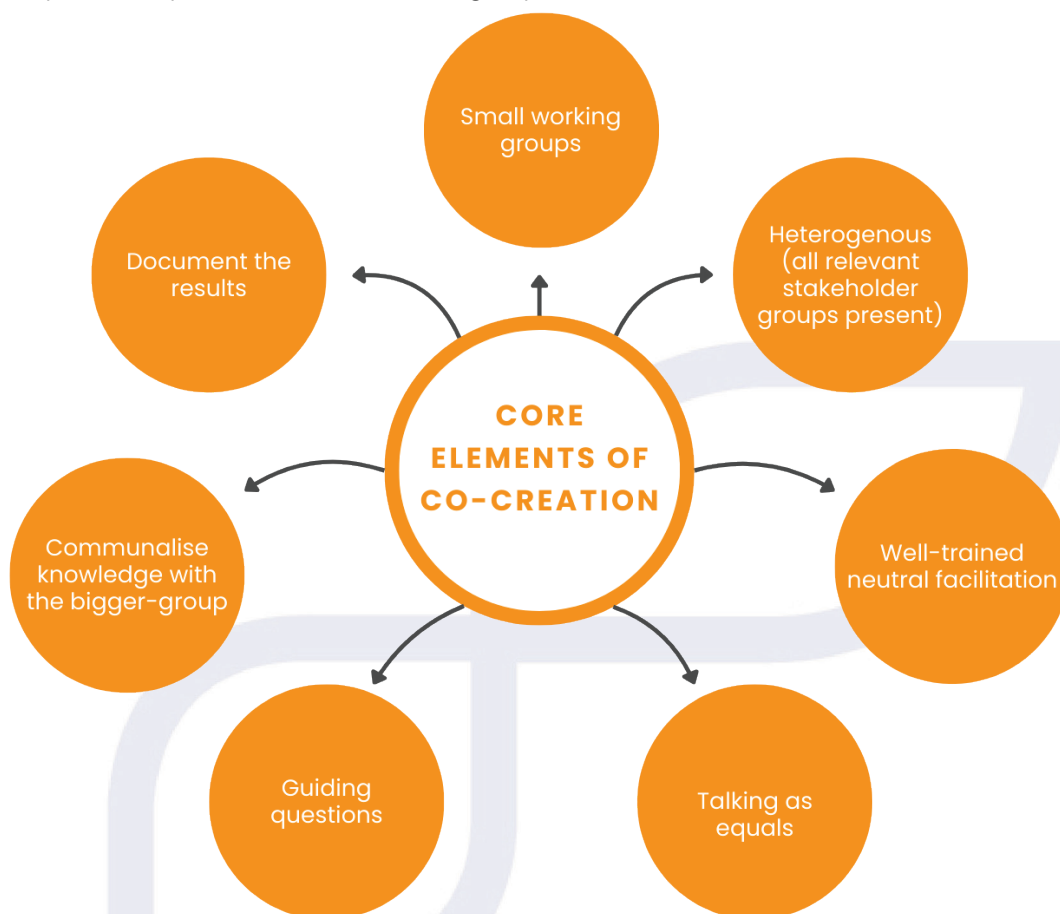
Figure 12: Core elements of co-creation

While the term CO-CREATION may sound innovative and sophisticated, its **core elements** are quite simple:

- A setting of **small working groups** (ideally max. eight people per group) is needed;
- Ideally, the group should be heterogenous, including **representatives of all relevant stakeholder groups**. In the context of climate policy making, this typically includes citizens, (local) politicians, civil servants, and possibly other relevant stakeholders such as scientists, NGOs or interest groups. However, in some cases, homogeneous groups may be useful to gather perspectives from a specific stakeholder group before exchanging ideas in a plenary session or mixed groups;

- Each small group should be moderated by a **well-trained, neutral facilitator**, who ensures that the discussion follows its **guiding questions**, all participants have an equal opportunity to speak, results are documented, and timelines are kept.
- If working with bigger groups, the information from the small groups should be regularly brought back to the plenary. This helps **to consolidate the knowledge produced** and give other participants the possibility to provide feedback.
- Make sure to **document the results** of the co-creation process. Often, templates are prepared for the small working sessions and are completed directly by participant, the facilitator or a designated note keeper.

Obstacles to Co-Creation observed within the LOCALISED Case-Studies:
While reviewing the case studies for this manual, we found that co-creation processes involving citizens and local decision-makers are still in the early stages of adoption. They remain relatively rare and are often perceived by stakeholders as a valuable opportunity to improve outcomes, but also as complex and difficult to manage due to limited experience and resources.

LOCAL DECISION-MAKERS who want to start a co-creation process may encounter several obstacles:
1. They often fear, or experience, that citizens are frustrated with the political system and past political decisions. They may feel insecure about their role or incapable of implementing the requested actions due to their limited decision-making authority.
2. They may fear that a strong sense of hierarchy exists between them and the citizens, discouraging open dialogues.
3. At times, they may doubt that citizens can contribute meaningfully, believing they lack sufficient knowledge on the topic at hand.

These fears can be addressed as follows:
1. Be transparent from the outset about your engagement activity, its underlying drivers and aims, and the possible scopes of decision-making.
2. Clearly define and communicate the roles of the stakeholders involved to all participants from the start.
3. At the beginning of the engagement process, dedicate time and space for citizens to express frustration and fears, ensuring they are not directed at individual politicians (see -> GIVING TIME AND SPACE FOR EMOTIONS)
4. It is recommended to set "rules for respectful conversation" at the beginning, such as: *We listen to each other and do not interrupt while one is talking, we talk as equals and with respect, or we make sure that everyone can talk.*
5. Avoid formal language to reduce hierarchies. For instance, make an agreement to address each other informally during the engagement activities, using first names rather than last names or titles.
6. Clarify the unique expertise citizens bring to an engagement process. Theid role is not to act as scientific experts on a topic, but to contribute their lay knowledge, wisdom, and insights rooted in their lived experiences.

Dive Deeper:
➢ Engagement methods that foster co-creation can be found in -> TABLE 6 IN ANNEX 1
➢ More information on the theoretical framework of co-creation can be found in Chapter 1 -> WHY IS IT IMPORTANT TO CO-CREATE CLIMATE POLICIES TOGETHER WITH (VULNERABLE) CITIZENS?

d) Deciding together

At the end of the co-creation process, concrete policy or project proposals should be ready for implementation. They are usually documented and summarized in a report, which can be handed over to the local decision-makers. To ensure all participants agree with the proposals, or have no strong objections, they should decide on them collectively, in a transparent and structured way.

Which decision-making method should you choose? In principle, any method of decision-making can work well, when the decision-making process is transparently communicated from the very beginning and is agreed upon by the group.

> **Dive Deeper:**
> ➢ Different methods for collective decision-making are explained in -> Table 7 in Annex 1

Ideally, the decision of the engagement activity is binding, and the results will be implemented accordingly. However, this is often only the case in an ideal world.

Reality check: Within European democratic systems, the final legislative power lies with elected politicians in parliaments or local governments. They are responsible for the final decision on whether and how the results of an engagement activity will be implemented. In any case, if possible, it is recommended to secure a broad and strong cross-party political commitment before the engagement activity begins. This commitment should state that the results of the engagement activities will be seriously considered and incorporated in policymaking.

> **Example from our case study -> Vienna Climate Team on joint decision-making:**
>
> At the Vienna Climate Team, three randomly selected and representative citizen juries decided on the winning projects to be implemented in their district within the next two years.
> Sociocratic decision-making was used during the jury process, which ensured that all voices were heard and considered, including those that are typically quieter or underrepresented. The process consisted of the following key points:
> (1) Providing information: All necessary information was shared and communalized.
> (2) Opinion forming: Discussions and sharing of opinions, views and ideas took place in a structured way where everyone had the opportunity to speak, e.g., by taking turns in a circle. Participants were encouraged to adjust their opinions based on the arguments presented.
> (3) Joint decision-making: While the final legislative power remained with the Viennese city council or the district council, the decisions of the citizen juries were implemented thanks to strong political commitment from all local decision-makers a priori to the engagement process. This was made possible through an extensive prior stakeholder engagement process, during which included the concept and approaches were jointly developed.

III. Implementation Phase and Follow-up

This chapter focuses on: (1) How to implement the results of a citizen engagement process, and (2) How to follow up with the involved citizens after the engagement phase.

(1) HOW TO IMPLEMENT THE RESULTS OF A CITIZEN ENGAGEMENT PROCESS?

The implementation of the outcomes of the engagement process is a fundamental part of a citizen engagement process. As previously mentioned, this ideally requires legal anchoring, broad political support, early consideration during the planning phase, and sufficient human and financial resources.

We recommend a **detailed planning of the implementation phase**. The following guiding questions can support this process:

- Who coordinates the implementation phase? Who are the actual implementers? Who else needs to be involved?
- Which official political decisions need to be made?
- What is the timeline for implementation?
- Which steps need to be taken, and how much budget is required?
- Can citizens be involved in the implementation phase?
- When and how should the implementation process be communicated to the wider public?

Furthermore, it is encouraged to:

- Start the **implementation of results soon after the engagement phase ends** to avoid public frustration.
- **Communicate transparently about the implementation status** to both previously engaged citizens and the wider public. Provide updates on the follow-up process, successful implementations, delays, changes, or non-implementation, along with clear explanations. This helps build trust and manage expectations.
- **Establish a coordination and management team** to lead the implementation phase, ensuring it includes key decision-makers with the necessary authority. While this team may differ from the one that led the participatory process, involving members from the original team is recommended. Their familiarity with the results and their context helps ensure that implementation aligns with citizens' input.
- **Monitor** the implementation phase regularly. If possible, consider involving external (scientific) support for an objective evaluation.

(2) THE FOLLOW-UP: HOW TO FOLLOW UP AFTER THE ENGAGEMENT PHASE WITH THE INVOLVED CITIZENS?

We recommend taking the following steps, which are also summarized in Figure 13.

- **Collect feedback on the participation process.** Usually, surveys with open and closed questions are distributed to participants directly at the end of the engagement activity. If the engagement process spans a longer period, we advise conducting an additional intermediate evaluation to better adjust the process to participants' needs.
- **Express appreciation and gratitude to the citizens and all other stakeholders involved** for the time and energy they contributed at the end of the engagement process.
- **Organize an official handover of engagement results from citizens to local decision maker** shortly after the engagement process ends, ideally with (local) media present. This has several advantages: (1) It signals a clear message that it is now the responsibility of the (local) decision-makers to implement the results; (2) It provides involved citizens with the opportunity to speak publicly, which can be rewarding and motivating for some to stay active and participate in future engagements; (3) It informs the interested public about the outcomes, helping to promote wider discussion of the engagement topic and its results.

- **Set up an alumni network** to stay in contact with the involved citizens beyond the end of the engagement activity. This can be useful for inviting citizens to follow up and relevant events, involving them as MULTIPLIERS and BRIDGE-BUILDERS for future engagement activities, and motivating them to stay engaged with the topic, thus supporting their role as active agents of change.
- **Update the involved citizens and wider public on the implementation progress on a regular basis**, as stated above.
- **Involve citizens in the implementation phase**. This can empower citizens to become active agents of change. One option is to elect participant representatives to joing the implementation management or monitoring team. Another option is to invite former participants to take an active, hands-on role in the implementation, where appropriate. For instance, invite them to visit a construction site or participate in activites such as planting trees.

Figure 13: How to follow up with your citizens after an engagement process

Planning phase   Engagement phase   Implementation phase

Example from our Case Studies:
In the ->VIENNA CLIMATE TEAM, feedback is collected via survey from the participants right after key engagement activities, and it is implemented directly into the following process steps. The implementation phase starts with the so-called climate team party, where all involved stakeholders are invited. There, the projects proposed for implementation by the citizens juries are presented and officially handed over to the political decision-makers. Citizens involved in the process and the wider public are regularly updated on the implementation progress through the online participation platform, newsletters and press releases. Depending on the nature of the project, citizens may also be involved in the implementation phase.

Dive Deeper:
➢ More information on how to consider the implementation phase right from the start can be found in Chapter 2 -> A) PLAN YOUR ENGAGEMENT PROCESS AND THE IMPLEMENTATION OF ITS RESULTS
➢ Practical examples of how to set up the implementation phase are provided by our case studies -> ANNEX 2

Planning phase   Engagement phase   Implementation phase

Annex 1:
Method-Toolbox

Annex 1: Method-Toolbox

➤ Table 1: Methods for identifying vulnerable groups and other relevant stakeholders

Method description	Purpose/ benefit	Good to know
Desktop research: Open-access articles, policy briefs, and reports from national or international organizations are excellent sources of information for understanding social impacts of climate policies and negatively affected groups. These materials can provide insights into general trends, documented impacts of similar policies in other regions, or theoretical frameworks for assessing social vulnerabilities.	To gather preliminary information or supplement data on possible target group(s) of your engagement activity and the possible social impact of the engagement topic towards this groups	**Recommended**: Mix this method with other methods which collect local and scientific knowledge from key stakeholders within and outside your team, such as brainstorming, *focus groups or expert interviews*.
Spatial analysis of local data: Spatially analysing local data, such as household income statistics, household composition, or the distribution of heat island effects, can be highly effective for spatially mapping vulnerable groups. The analysis can consist in visualizing different types of data on a map of the city or region under consideration. Ideally, it helps guiding the selection of more vulnerable districts or areas to be the focus of reaching out activities. Such analysis can be particularly useful also in selecting relevant stakeholders, such as organizations or social services based in more vulnerable districts. This approach aligns with methods like *Social Space Analysis, already used in German-speaking local contexts*, which assesses social spaces to identify needs and resources in specific areas.	To gather information on areas which present higher social vulnerability, to highlight socio-spatial inequalities	**Recommended**: This method can serve as a solid ground for discussion with key stakeholders and for planning the engagement activities. Collaboration with scientists and/or statisticians is needed for this method to be applied.
Preliminary focus groups/ interviews with key stakeholders: Refers to targeted interviews with selected key stakeholders such as experienced civil servants with knowledge of social policies, social workers, representatives of civil society organizations, representatives of other administrations who have good practice to share and/or social or climate scientists. By assembling diverse perspectives, expert interviews and focus	To assemble diverse perspectives, to gain insights into the groups which are most likely to be affected by specific policies	**Recommended**: While performing these interviews, keep in mind to note down the key stakeholders and the organizations they belong to, as they might be relevant actors to involve in future stages of your citizen engagement process. For instance, you might be interested in involving them as *multipliers or bridge-builders* during the reaching out phase or involve them directly into the engagement process.

groups can yield great insights into the groups which are most likely to be affected by specific policies.

"Snowballing" Interviews starting from one or few key stakeholders:

If key stakeholders are already known within the network of the public administration, they can be engaged directly. However, if they are not readily identifiable, the snowballing method can be highly effective. This involves starting with a single or few contacts, who then directs the interviewer to additional individuals or institutions, creating a network of relevant stakeholders until enough information is gathered, or the insights become repetitive.

To identify new relevant stakeholders and expand existing contact lists

Recommended: While applying the Snowballing interview method, keep in mind to note down the key stakeholders and the organizations they belong to, as they might be relevant actors to involve in future stages of your citizen engagement process. For instance, you might be interested in involving them as *multipliers or bridge-builders* during the reaching out phase or involve them directly into the engagement process.

➢ *Table 2: Methods for successfully reaching out to your target group(s)*

Method Description	Purpose/ benefit	Good to know (e.g. variations, additional co-benefit, can be combined with which engagement method?)
Different formats of reaching out events		
Information events: Different formats culturally adapted on site depending on the target groups (e.g. information stands at public squares, information events in relevant facilities with access to target groups; short presentations at (potential) cooperation partners, webinars).	To inform members of your target group about the planned engagement activity, its aims, process and benefits	**Recommended**: Offer food or drinks for free, design your information event/stand appealing and cozy. **Co-benefit:** Can as well be used for knowledge transfer on the underlying climate mitigation and/or adaptation topic and/or for increasing acceptance for the necessary political actions to be taken/implemented.
Information stands: A special form of information event. A stand (e.g. table or similar) where *information material* is used to provide information about your planned engagement activity. This stand can be installed in public places, at fairs and exhibitions or during (cultural or information) events. It is usually supervised by at least one person who informs visitors and answers questions.	To inform members of your target group about the planned engagement activity, its aims, process and benefits	**Variation:** Sometimes information stands are (semi)permanent installations without a person being there and supervising. **Can be combined with:** An information stand can be a good home base for *Outreach forms of participation* in public spaces. **Examples from our case studies:** For reaching out to residents of the the Mickiewicza Housing Cooperative an information stand was used; the Climate Team-Café during the "Ideas Collection Phase" of the Vienna Climate Team is one type of mobile information stand, combined with *outreaching format* on public spaces
On-site inspections: Special form of *information event* where participants and interested passers-by can visit the places of (needed) change directly, e.g. inspection of an inner-city heat island and/or cooling spot, an apartment building with photovoltaic system or heat pump, or a district tour.	To present the structural intervention and its possibilities and benefits. This can reduce "fear of the new and unknown".	**Can be combined with:** different types of *information or activation material* **Co-Benefit:** On sight inspections can as well support the appropriation of the newly designed place/building/location by its (future) users.
Trying out sustainable alternatives: Special form of *information event* where the participants or interested passers-by can try out climate friendly alternatives in a practical manner, e.g. trying out climate friendly heating/cooling methods with a thermometer and amperemeter, or driving with an (electric) cargo bike, electric-bus or electric car. This can as well serve as "*Ice-Breaker*" for first contact making.	To present the structural intervention and its possibilities and benefits. This can reduce "fear of the new & unknown".	**Co-Benefit:** Increases the knowledge on climate friendly solutions and its acceptance.

Webinar: Special digital form of *information event*, using a web-based meeting tool. Webinars are low threshold in terms of e.g. accessibility regardless of location and no travel time. On the other hand, access to and familiarity with the internet and the associated tools are a prerequisite which is high threshold for certain groups of society, especially some vulnerable groups.	To inform members of your target group about the planned engagement activity, its aims, process and benefits	**Co-Benefit:** Can as well be used for knowledge transfer on the underlying climate mitigation and/or adaptation topic and for increasing acceptance for the necessary political actions to come.
Workshop / discussion round for interactive knowledge transfer: Since gaining new knowledge is a great motivator for citizens to participate in an event, this can be used for reaching out, too: Invite your target group to workshops on the underlying climate change mitigation/adaptation topic(s) of your planned engagement activity. During the workshop the participants are informed about and invited to the engagement activity. Make sure to tailor the content to your target group and its prior knowledge. It usually takes rather high effort to mobilise participants to join.	To raise awareness, and to inform about the engagement process and its relevance on a deeper level	**Can be combined with:** The methods for knowledge transfer used in such a workshop can be e.g. methods on -> PROVIDING INFORMATION, such as expert presentations or a simulation game **Recommended:** Choose a venue close to your target group or even in their buildings to lower the barrier for participation (e.g. in the community space of a *migrant self-organisation* when migrants are your target group). **Co-benefit:** This type of event can help in addition to gain a better understanding of the situation and needs of your target group **Example from our case studies:** The Climate Team-Forum as kick-off event of the Vienna Climate Team "Ideas Collection Phase"
Using local events: Local events can be used to reach out to and inform different target groups, e.g. with an *information stand* at the event, spreading *information material* or with a short presentation on stage about your planned engagement activity. It usually takes rather little effort since synergies are used and the event is mainly organised by someone else.	To reach out to a wider audience, to use synergies	**Recommended:** Bring *information material* and *visualisations*. Co-operation and coordination with other *local well-established institutions* is recommended. **Example from our case studies:** During the Action weeks in the "Ideas Collection Phase" of the Vienna Climate Team local *multipliers and bridge-builders* integrated the advertisement of the Vienna Climate Team into their local events

Different types of information and interaction material:

Information material: Information material is often printed material containing useful information and can be any type of flyer, leaflet, poster, postcards or similar. But it can be in other forms as well, such as *(3D) visualisations*. Make sure your information material is tailored to your target group and provides all relevant information in a very clear way: Who is inviting citizens to participate? Why? On which topic? What is the process,	To inform about the engagement process and its relevance, to create transparency	**Recommended:** Information material should be well designed with big enough font size, as little text as possible in easy language and easy to understand graphics or pictures. Especially when you aim to reach out to people with migration background, translation into different languages is needed. **Example from our case studies:** Information flyers of the Vienna Climate Team were written in easy language with appealing layout and translated into different languages, they contain district

timeline and scope of decision? Which other stakeholders are involved? …)
You can distribute the material on the street, at *information stands* or other forms of *information events*, directly into the *people's mailboxes* or let them print into the *local newspapers*.
In addition, it might be useful to share the information material online e.g. via website, e-mail newsletter or social media in order to reach a wider audience.

specific knowledge, knowledge on climate change mitigation and adaption and examples of possible ideas to hand in

Ice-breaking materials:
Ice breaking materials are used to initiate conversations and establish a low-threshold relationship with individuals in a casual, non-threatening way. This can include anything that attracts attention and creates an opening for interaction with your target group such as eye-catching promotional items such as *Visualisations or 3D-models*, *drawing stations*, *open walls,* deckchairs, big ballons, etc., but also *engaging questions, surveys*, or small gifts. The goal is to ease any social discomfort and create a natural way to connect with people who may be unfamiliar with the purpose of the interaction.

To start a low-threshold interaction and conversation, to break the ice for first conversation

Example from our case studies: Numerous ice-breaking materials have been used during the Vienna Climate Team "Ideas Collection Phase", such as deck chairs, cargo bike or a giant carpet with street view of the neighbourhood

Using visualisations and 3D-models:
A visualization, 3D-model or graphic representation of the object, public square or neighbourhood is another form of *information material.* It makes it easier to explain what the field of discussion is, it illustrates and arouses interest and attention. E.g. a miniature replica of a public place or building or a giant carpet with street view of the neighbourhood.
It furthermore is a low-threshold material for overcoming language barriers in first contact making.

To better communicate plans and any spatially relevant scope for design, to break the ice for first conversation

Co-benefit: Visualisations and 3D-models usually serve as *ice-breaking materials* as well. They can also greatly help to overcome language barriers.
Can be combined with: This type of information material can be used on site at *information stands* as well as at other type of *information events* and in *workshops*.
Example from our case studies: The Vienna Climate Team used a giant carpet with street view on the district during their outreaching activities in the "Ideas Collection Phase"

Drawing station (e.g. "children station"):
As part of an *information stand or event*, you can give children or anyone interested the possibility to draw their ideas and wishes onto the street, a wall, big piece of paper, post card or similar
This attracts especially children and their parents. While the children are drawing, a low-threshold conversation can be started.

To break the ice for first conversation, to collect needs, ideas and wishes

Co-benefit: Drawing stations can serve *as ice-breaking materials* as well. They also offer a non-verbal approach to overcome language barriers.
Can be combined with: *information stand or event, local events*

Open wall to collect ideas:
This open wall can be a big board, poster or similar which invites everyone passing by to write, draw or scrabble their ideas to a defined

To collect needs, ideas and wishes, to break the ice for first conversation,

Can be combined with: *information stand or event, local events*

open topic or open question. It can be permanently attached to the location or nearby for a certain period of time, or selectively at *events* or *workshops.*

Useful communication methods and channels:

Outreach forms of participation/communication: Go to places where your target groups live or where they regularly spend time, e.g. park, market, cultural association, youth centre, mosque, school, retirement homes, events of the target community, etc. Start 1:1 conversation with individuals passing by. Bring *multilingual information materials* and *easy-to-understand visualizations* or *graphic representations.*	To get in contact with "hard to reach" vulnerable target groups	**Good to know:** Very relevant method to reach vulnerable groups, but time-consuming and labour-intensive. **Example from Case Studies:** The Climate Team-Café during their "Ideas Collection Phase" of the Vienna Climate Team.
Starting a conversation on the daily life of the person in front of you: In one-to-one conversation, establish a connection to the concrete reality of the target group's lives, as other topics of daily life usually take priority over climate protection. It is also important to listen empathetically, with time and at eye level.	To break the ice for first conversation	**Good to know**: Very relevant method to reach vulnerable groups, but time-consuming and labour-intensive. **Example from Case Studies:** Has been applied during the Climate Team-Café during their "Ideas Collection Phase" of the Vienna Climate Team
Personal invitation to participate: In order to motivate citizens from especially marginalized backgrounds to participate in activities, it is advisable to introduce yourself to the people and their communities and invite them personally. Personal direct invitation to your citizens seems to work particularly well in rural areas, since people know each other and e.g. the mayor is in more direct contact with their citizens.	To show members of your target group, that you really want them to participate in your engagement activity; to gain trust	**Variation and Co-Benefit:** It might be especially useful to introduce yourself to central figures in the community. This can be the first step to get in contact with future *multipliers* and win them for your project. **Good to know:** In case you are already working with *multipliers*, they can help you to create first contact to the local community. **Example from Case Studies:** Has been applied during the reaching out phase of the Climate Conference in St. Stefan-Afiesl
Direct postal mailing: Postal mailing refers to printed letters sent directly into the personal postal mailboxes of all addressed citizens, if possible, with personal salutation and signed by some officials, e.g. mayor or district chairman. This letter can be combined with additional information flyers or leaflets.	To increase public attention, to reach out to more citizens	**Recommended:** Translate it into different languages, responding to your target group. **Variation:** Sometimes the more time efficient alternative is a nicely designed flyer put in the mailboxes, but keep in mind that people might feed much less appealed by it due to its unformal and unpersonal character.

Advertisement in local newspapers: Refers to articles and advertisements about your engagement activity printed in local or regional media.	To increase public attention	**Variation**: Check if your target group has some type of community media and ask if you can use it to inform on your engagement activity. This does not have to be print media only, but also other media such as internet platforms, messengers or similar.
Digital storytelling: Digital storytelling involves creating three- to five-minute videos with images, film sequences, audio recordings, music elements or texts in which the storyteller's own experiences are presented, e.g. why this person will take part in the engagement process, why the discussed topic is important for his*her daily life… Those little videos can be spread via *social media* and *websites* and can be also used at *information events* or *information stands*.	Time- and place-independent access to target group, to reach potentially wider audience	**Good to know**: Use different storytellers connected to the target group you want to address. **Can be combined with:** *Multipliers* and *bridge-builder* can function also as storytellers.
Information telephone and e-mail: This refers to installing a telephone hotline and an info e-mail address where interested citizens can call or write to, if they have further questions or want to know more in detail. This allows direct and uncomplicated contact to the "real people behind the project", which makes it easier to get engaged for some people.	To build personal contact and trust	

Involvement of key stakeholders in order to reach your target group(s):

Identifying and working with local multipliers and bridge-builders: Multipliers of a certain community should be members of the respective community. They might also be spokespersons for that community. Bridge-builders are people who might not be directly part of the community, but who are confidents of the community, e.g. because they live for a long time in the neighbourhood, are supporters or allies or speak the language of the community. Especially in the initial stages, high effort is needed to build good relationship with the multipliers and bridge-builders. However, once gained, their support will be a great help in engaging with their communities and thus save lot of time and energy in later stages.	To gain access to specific target groups, to disseminate information about the project and participation opportunities in specific communities	**Recommended:** Use *stakeholder mapping methods* to identify the relevant MULTIPLIERS and BRIDGE-BUILDERS -> IDENTIFY YOUR TARGET GROUP AND OTHER RELEVANT STAKEHOLDERS. Provide financial compensation to the multipliers and bridge-builders since that way they most likely will have much more time resources for supporting your activity. **Good to know**: Good onboarding is needed! Provide all necessary information and useful material to the multipliers and bridge-builders so they can support your project self-confidently. **Examples from Case Studies**: Multipliers and bridge-builders played a central role during the "Ideas Collection Phase" of the Vienna Climate Team and beyond, in the Mickiewicza Housing Cooperation the president of the association who invited all residents to the event can be seen as multiplier as well.

Cooperation with well-established local institutions: Cooperation with local institutions can effectively support reaching your target groups. This includes area support services, youth and family support facilities, youth centres, counselling, health and educational facilities, cultural institutions, churches/religious communities, NGO, interest groups and much more. Early involvement of those institutions is necessary as a basis for their capacity planning (most institutions plan their activities already a year ahead).	To gain access to specific target groups, to disseminate information about the project and participation opportunities in specific communities	**Recommended:** Use *stakeholder mapping methods* to identify the relevant institutions -> IDENTIFY YOUR TARGET GROUP AND OTHER RELEVANT STAKEHOLDERS. **Good to know:** Those institutions and/or their members/representatives can be equally seen as *bridge-builders*. **Good to know:** If the work of those institutions is not based on solid financing by e.g. the government, financial compensation might be needed for supporting your activity. **Example from Case Studies:** The organizers of the Climate Conference in St. Stefan-Afiesl reached out to locally well-established institutions such as associations, clubs, school and asked them to invite their members, MAGGS did reach out to their target group through the University of the Elderly and an elderly club, Barcelona cooperated with an NGO for reaching out to their target groups.
Involve (local) migrant (self-) organizations: Migrant (self-) organisations such as e.g. cultural associations, are a specific form of *locally well-established institutions*. They can be particularly helpful for reaching out to migrants with no or limited knowledge of local language.	To gain access to migrant groups, to disseminate information in native language	**Recommended**: Use *stakeholder mapping methods* to identify the relevant organisations -> IDENTIFY YOUR TARGET GROUP AND OTHER RELEVANT STAKEHOLDERS. **Good to know:** They might be able to help with translating the *information material* needed into the native language(s) of their community.
Involving municipal departments: Municipal departments are a specific form of *locally well-established institutions*. By working with municipal departments, you can leverage their existing networks, resources, and authority to reach target groups more effectively.		**Co-Benefit**: Involving municipal departments already in the outreaching phase increase the likelihood for them being interested in the results and thus supporting their implementation, especially when the needs of their target group have been considered. **Example from Case Studies:** This was the main reaching out method of the Barcelona case study.
Involving (local) media, artists and cultural creators: Cooperations with media and activities of artists and cultural institutions can increase the visibility and public perception of your topic and your (planned) engagement activity. The creative treatment of the topic also enables a different approach, which can be more appealing to some people. If you want to reach out to a specific target group, choose artists who represent this target group or who are from their community.	To increase public attention and therefore reaching out to more members of your target group(s)	**Good to know:** Artists who are members of your specific target group(s) might function as *bridge-builders* or *multipliers*. **Good to know:** This approach might be cost intensive due to high fees for the media use of wages for the artists **Example from Case Study:** The Vienna Climate Team cooperated with people who are well established in their district for advertising and promoting the Vienna Climate Team and its participation opportunities.

Working in diverse teams:
Reaching out to members of diverse communities becomes much easier, if members of your team are already part of the groups you want to reach out to.

To reach wider target groups, to promote broader acceptance of the engagement process

Co-benefit: Working in intercultural teams helps to take different life realities into account already when planning the design of the engagement activity.
Good to know: Those team members can function as *multipliers* and *bridge-builders,* it is easy for them to translate and tailor the *information material* correctly and they are likely to function as role model towards the target group.
Good to know: Intercultural and intersectional teams offer great potential but challenges as well.

> *Table 3: Alternative methods for bringing in the needs and views of vulnerable citizens into the engagement process*

Method Description	Purpose/benefit	Good to know
Participatory observation: Refers to the observation of the usage behaviour of different target groups on site. Through participant observation, you can gain insights into the actual behaviour of the members of your target group(s) to determine their needs and intensity of use or appropriation/acceptance of a place. This participatory observation can take place a priori to your engagement activity, but it might also be useful in parallel to the engagement process, e.g. to collect new insights on proposed solutions. Participatory observation needs rather small preparation effort, but longer presence on site.	To gain knowledge about members of the target group(s) even if they do not take part in participatory formats	**Variation:** Participatory observation can also be used for evaluation of the engagement activities and process (e.g. Who took part, who not? Who spoke how much? With whom? Topics discussed) **Example from case studies:** in all our five case studies we used participatory observation as a part of the evaluation of the case study.
Activating survey: An activating survey makes it possible to find out the views and needs of the people living or staying in a defined area and at the same time build personal relationships and trust. The open questions of an activating survey encourage the respondents - as local experts in everyday life - to think about e.g. the space around them, their personal situation about a specific topic, strategies for dealing with it, needs and problems, etc., and to reflect on possible improvements. An activating survey can take place a priori to the engagement activity or in parallel, e.g. to collect feedback on first results.	To gain "richer" insights about perspectives, needs and behaviour of members of the target group	**Recommended:** Explain to participants what will happen with the results of this survey, make sure to not raise false expectations about the possible implementation.
Questionnaire: Refers to short questionnaires, ideally one-sided or at most double-sided, to anonymously record the needs, ideas and opinions of your target group(s). A combination of closed and open questions is also possible. Questionnaires are usually distributed and evaluated prior to the engagement activity to bring in the views of your target group into the engagement process, but could happen in parallel as well, e.g. to collect feedback on fist results.	To gain quantitative data about your target group(s)	**Good to know:** Questions on vulnerabilities (e.g. on age, gender, native language, socio-economic status, …) can be included. **Variation:** Questionnaires can also be used to obtain direct feedback and opinions on the engagement activity itself, proposed solutions and/or planned climate policies. **Example from case studies:** Barcelona conducted a questionnaire prior to the engagement activity to elaborate on the opinions on climate change of their target groups. Furthermore, in all five case studies questionnaires were used as a part of the evaluation.

Involving representatives directly into the engagement activity:
Sometimes, it is easier to engage with representatives of a target group rather than working directly with the citizens themselves. Those representatives can be e.g. *multipliers, bridge-builders* or representatives of *locally well-established institutions* or interest groups. These people and institutions often have established trust and a deep understanding of the needs and concerns of the communities they represent and can bring in their knowledge and the perspectives of the target group into the engagement process. However, this indirect engagement with your target group always bares the risk for overlooking individual perspectives.

To include the perspectives of your target group into the engagement activity

Variation: Instead of involving those representatives directly in the engagement activity, you could as well have a *focus group/interview* with them a priori or in parallel to the engagement activity (see method description below).
Example from case studies: The Vienna Climate Team involved multipliers and bridge-builders directly in the ideas and project workshops to ensure that the needs and views of their respective target groups are considered.

Focus interviews/ groups:
Refers to targeted interviews with representatives of your target groups such as multipliers, bridge-builders or representatives of locally well-established institutions, who are part of your target group or in close contact with them. Topics of the focus interview can be e.g. the needs, wishes and views of your target group. They can take place either in the beginning of the engagement process to bring in their perspectives, in parallel to collect feedback on first results or afterwards for evaluation.
However, this indirect engagement with your target group always bares the risk for overlooking individual perspectives.

To gain information about your target group(s)

Good to know: Focus interviews can also be used to evaluate the success of the engagement activity.
Variation: Instead of an a-priori focus interview/group, you can as well *involve* those *representatives directly into the engagement activity* (see method description above).
Variation: A focus group can also be conducted with the affected or vulnerable citizens directly.
Example from case studies: In all five case studies focus interviews or focus groups were used as a part of the evaluation.

➢ Table 4: Methods for providing information

Method Description	Purpose/ benefit	Good to know/ General conditions that should be taken into consideration
Expert presentation: This is a quite frequently used way of providing knowledge to participants. Experts, which can be - depending on the topic - scientists, affected parties, or any other relevant stakeholder who has the knowledge needed, give a presentation about a specific topic. Experts usually enjoy the trust of citizens, as it is assumed that they are independent, i.e. that there is no political influence. Keep in mind to tailor the information to your target group and engagement topic. Especially when working with vulnerable citizens who are new to the topic, be sure the information is kept simple, using non-scientific language, provide daily life examples and relations and keep the presentation short. It usually happens at the beginning of an engagement activity. However, depending on the topic and length of engagement activity you might consider giving only a short and general introduction to the topic at the beginning, and to a later point in time when discussions and searching for solutions have already progressed - to provide some deeper insights to the whole group or parts of the group.	To provide specific knowledge as a basis for further discussion and co-creation	**Organisational aspects:** Usually easy to organize since content is provided by the experts, keep in mind technical support which might be needed such as beamer or speakers **Costs:** Depending on the fees, rather cheap or rather expensive **Group size:** Works for any size of group **Duration:** Short inputs to longer lectures possible, depending on your target group, length of engagement activity, topic and information needed **Examples from case studies:** This method has been used by the two Polish and the two Austrian case studies.
Questions and Answers (Q&A) with Experts, affected people, or other relevant stakeholders: Instead of experts giving a presentation or holding a lecture, the participants ask questions which are answered on the spot. That way, the participants can influence which type of information they want to know. Question and answers could either follow an expert presentation or could as well be a one-time or recurring element at the beginning or in the middle of an engagement activity. Another variation can be, that experts are present throughout the engagement activity or at specific timeslots and participants (individuals or small groups) can consult them anytime with their questions	To provide specific knowledge to participants, to give participants the opportunity to decide which information they want to gain	**Organisational aspects:** Communicate transparently to your participants when and how long experts are available for Q&A, make clear agreements with the experts on your and participants expectations, content and timeframe **Costs:** Rather cheap or rather expensive depending on the wages and the timeslot the experts need to be available **Group size:** Works for any size of group **Duration:** 10 minutes to a few hours **Examples from case studies:** This method has been used by the two polish and the two Austrian case studies as a follow up of the *expert presentation.*
Providing written information, videos or other media formats: Printed or online *information material* can be provided to participants before the engagement activity starts or in between two meetings. This can be of	To provide specific knowledge to participants, to give participants	**Organisational aspects:** Creating this provided information by yourself can be quite time consuming, make sure to provide scientifically proved content to your participants

any format, e.g. texts or information sheets, (short) online videos or podcasts. It gives participants the opportunity to acquire knowledge in their own pace and dive deeper into topics of personal interest.

On the downside, usually not all participants read/consume the information provided, or some do it with more and other with less attention. This might increase the knowledge inequalities between the participants which might create imbalances in later discussions.

the opportunity to acquire knowledge in their one pace.

Costs: Rather cheap if open source, rather expensive if content needs to be created first by yourself or an external company
Group size: Works for any size of group
Duration: Does not consume extra time resources during the engagement activity
Example from case studies: The Vienna Climate Team provided written information to their (potential) participants during the ideas collection phase, such as flyers; they also provided written information to the jury members between the first kick-off meeting and the jury-weekend on district specifies and the projects up for selection.

Data based tools, such as the Localised CAST:
Tools designed by experts can be used for providing knowledge to the participants. Depending on the specific tool, they can e.g. assist expert presentations with visualised graphics or could as well be used to provide feedback to the participants on how much CO_2 reduction would cause the jointly discussed climate policies and actions. However, with most of those tools experts are needed to translate the knowledge provided by the tool into daily life language which ordinary citizens can understand.

One possible tool is the **Localised Climate Action Strategizer (CAST)**. It aims to enable (local) decision-makers and their citizens to take a cross-sectoral perspective on necessary climate actions and deliberate upon the overall strategy towards a decarbonised future (see also Annex 1 for further information on how to use this tool for citizen engagement).

To provide scientific knowledge, to visualize information, to provide feedback on potential CO_2 reduction

Organisational aspects: Usually a skilled person (expert) is needed to translate the content of those rather technical tools into the daily life language of ordinary citizens
Costs: Depending on the tool no costs or payment needed
Group size: Works for any size of group, if the participants shall engage with the tool themselves small groups of 3-5 people are recommended
Duration: From a few minutes (showing visualisation resulting from the tool) to several hours (let citizens engage directly with the tool)

Gamification:
Gamification is the transfer of typical game elements and processes into non-game contexts with the aim of increasing knowledge and motivation, making complex contexts understandable and/or changing behaviour.

One example is the Game Climate Fresk which aims at providing foundational and scientifically accurate climate education. It is accessible to anyone and can be scaled and adopted to the specific topic and context of the engagement activity.

To provide scientific knowledge in a rather interactive and playful way which requires active involvement of the participants

Organisational aspects: Developing a fitting game is likely to be time-consuming. Adapting already existing games to your specific context might save time greatly.
Costs: Apart from the fee that might be paid for the game development, small extra costs are to be expected for materials
Group size: Depends on the specific game, usually adaptable to different group sizes
Duration: Several hours to a day
Examples from case studies: The Vienna Climate Team uses (1) climate game during the ideas collection phase, and (2) the "Vienna Climate Mosaic" at the Kick-off event for the citizen juries, this is an adaptation of the Climate Fresk methodology, scaled to the local Viennese context based on scientific data from the "Vienna Climate Guide". MAGGS did

use an interactive eco-themed quiz with questions on climate-friendly behaviour.

Simulation Game:

It is one form of *Gamification*, designed to help participants understand the complex reality of everyday life in a simulated (and simplified) situation. It aims to recognize system-inherent constraints, possible courses of action, consequences and alternatives. The participants slip into roles, their behaviour and their decisions create new framework conditions and thus determine the course of the game. After the simulation phase, a transfer/reflection phase follows where the course of the game and player behaviour are first analysed and then the model situation is compared with reality. This allows important lessons to be learned for the real situation. This method can be allied at the beginning of an engagement activity for providing basic knowledge, but as well in the middle to dive deeper into topics of interdependencies, system factors and consequences.

To understand complex realities and to understand the socio-political environment of the topic discussed

Organisational aspects: Developing simulation games is time-consuming and demanding since complex issues have to be broken down and made "playable". An alternative might be to use already developed simulation games if fitting to your specific content and target groups.
Costs: When self-developed rather expensive due to the long development time needed, some extra money needed for the materials
Group size: Depends on the simulation game, usually designed for 10 or more participants, often adaptable to group size
Duration: Several hours

"Fact checkers":

Fact checkers are independent scientists, journalists or at least people with some basis knowledge on scientific working that check publicly available information for accuracy. They can observe the discussion of the engagement activity and provide feedback on the information shared by stakeholders or participants themselves. They can support the engagement activity at specific time slots or be present throughout the entire engagement process.

To ensure that the information provided is correct and citizens make their decisions not based on "fake knowledge"

Organisational aspects: Think about how many Fact checkers you need and what specific content they should have some basic knowledge in
Costs: Depends on the wages of the fact checkers
Group size: Works for any size
Duration: From several hours up to the entire engagement activity

> ## *Table 5: Methods for giving emotions time and space*

Method Description	Purpose/ benefit	Organisational aspects, Costs, Group size, Duration & Case study examples
Dynamic Facilitation: This method goes back to the US-American Jim Rough. Dynamic facilitation is an openly moderated group discussion with a flexible number of participants, ideally between eight and 20 (for higher number of participants: use fish-bowl setting). Dynamic facilitation is particularly suitable for issues where the definition of the problem, the possible solutions and the concerns about these solutions already evoke strong emotions in the participants. Four poster boards are titled with the following headings: (1) Challenges / Questions (describing the problem to be solved), (2) Solutions / Ideas, (3) Concerns / Objections (formulated fears are collected), (4) Information / Perspectives (all other statements, facts, information and observations made by the participants, it does not matter whether the points listed here are true or false.) During the entire process, the facilitator takes notes on all four posters. The clear separation on two different billboards "Solutions / Ideas" and "Concerns / Objectives" is important here: The solution does not receive a negative evaluation due to the spatial separation; at the same time, however, the concerns are acknowledged, and the emotional component is taken into account. When all the problems, proposed solutions, concerns and other comments that the participants have already brought into the process have been named and visualized on the boards, a certain "emptiness" sets in during the discussion. It is now possible to break free from the "imprisonment of thoughts" and open space is created for something new. The creative potential within the group now emerges. The aim of this method is not to find an alternative solution A, B or C. It is more about acknowledging emotion and thus achieving a joint creative breakthrough that also releases the tension within the group and is perceived by everyone as the right solution. This method can be either used as one of many during an engagement process, but it can also be used as the leading method for the entire engagement process. The latter is applied e.g. in <u>Wisdom Councils</u>.	To give time and space to strong emotions, to acknowledge emotions, to enable a joint creative break through	**Organisational aspects**: You need at least four poster boards and a moderator who is skilled in this rather complex method **Costs**: No extra costs needed apart for the fee for the moderator(s) **Group size**: Eight to 20 participants (for bigger groups: use fishbowl-setting) **Duration**: Min. 2 hours up to 3 days
Dyads: Dyads (Greek: duality, two-ness) are a special form of in-depth interview: Two participants sit down together or walk together and interview each other using a list of questions provided by the moderator. The interviewees are challenged to change their perspectives during the interview and to look critically at their own views. Dyads make it possible to identify and uncover needs, attitudes or resistance to certain values. It is as well a good method to follow up on a presentation or discussion on a controversial or sensitive topic. A specific question or a list of questions which build on each other is provided for the participants. A good list of questions is the decisive factor for the success of Dyads. In each Dyad, person 1 asks person 2 all questions one after each other. Person 2 takes 3-5 minutes each to answer the questions, while person 1 listens actively, but must not interrupt person 2. Then person 2 asks person 1 one question after the other. This process is repeated two to four times, depending on the	To identify and uncover needs, attitudes or resistance to certain ideas or values	**Organisational aspects**: Keep the size of the venue in mind: you want to keep the voice level low and make sure the dyads can speak undisrupted, ideally you habe a space where participants can walk around **Costs**: No extra costs needed **Group size**: Adaptable to different group sizes

time available. The repetition allows the participants to go one level deeper again. Only then is their own position and that of the other person clarified for each participant. This can be followed by a group discussion where the dyads share their main insights from the activity.		Duration: 30 minutes to several hours
Dialogue/ Circle: This method is of use to explore the fears or concerns of participants. It is not the right method when very strong conflicts are in the room. The aim of dialog is to create "something in common" or something new for a group. It is not about an exchange of opinions, but about recognizing the assumptions and evaluations behind the opinions. This method was developed by David Bohm. The participants sit in a circle of chairs. In the middle is a talking piece (e.g. wooden stick, another piece from nature, nice decoration piece or thick felt-tip pen). At the beginning it is agreed on the duration of the dialog and the initiator presents the issue. Then the dialogue round follows. Whoever has a contribution takes the talking piece and speaks. At the end of the contribution, the talking piece is placed back in the middle or passed on to the next speaker who comes forward. The talking piece moves around the circle in the order in which the speeches are made. It is possible to have a last round, where the talking piece goes around the circle again and the participants talk about their experiences during the dialogue. Optionally the findings/results are summarised and it is decided together, whether and what to do with them.	To explore the fears and concerns of participants, to create a common sense	**Organisational aspects**: The room needs to be big enough so all participants can sit in a circle of chairs, not advisable for strong conflicts **Costs**: No extra costs needed **Group size**: The group should not be too big, max. 30 people **Duration**: 0,5-2 hours depending on the group size
Focus interviews/groups: *See description above in* Table 3 Focus groups can as well be used for active listening to the needs, fears and concerns of affected and vulnerable citizens. This method can be applied ideally at the first stage of the policy cycle, to start identifying the most pressing problems concerning affected and vulnerable citizens about climate change topics. Building on this, next engagement steps can be designed for further co-creation of possible solutions, and/or climate policies and actions can be first drafted. Financial compensation for participants might be helpful to increase the participation rate.	To explore needs, fears and concerns of affected and vulnerable citizens	**Costs**: Additional costs might occur for the room rent, moderation and financial compensation **Group size**: The group should not be bigger than 15 people **Duration**: 2-4 hours depending on the group size **Example from case study**: The active listening in Barcelona have been designed as focus groups
Silent Discussion: *See description below in* Table 6 This method can as well be used to explore emotions and concerns about a topic if questions are formulated accordingly. However, this only serves as a first step to provide time and space for emotion which than needs to be followed up on with e.g. one of the methods described above, especially when strong emotions occur.		

Future Workshop:
See description below in Table 6
During the first phase of a Future Workshop, named critique phase, an analysis of the current situation and the identification of problems takes place. During this phase, "giving time and space for emotions" can be incorporated and become a dedicated timeslot.

➢ *Table 6: Methods for co-creation between citizens and (local) decision-makers*

The following methods aim to collaboratively develop and design necessary climate policies and climate actions in a way that they are highly effective AND socially just. Some of those methods can be used as one method among other methods during an engagement activity or process, others can be used as the single or overarching method of an engagement activity. The core elements of co-creation as described in the chapter on -> CO-CREATING SOLUTIONS can be found in any of the proposed methods.

Method Description	Purpose/benefit	Organisational aspects, Costs, Group size, Duration
Silent Discussion (as a starter/to get into the topic): A Silent Discussion is a written or even drawn discussion without talking. Participants respond in writing to a variety of discussion questions noted down on big paper such as flipchart or meta plan wall. During the discussion they can comment on and refer to answers other participants have written, as well as showing their agree- and disagreement. Especially for introverts this creates an easy start to get engaged. This method works well as a starter for a first discussion, get into a new topic and/or exploring emotions and concerns about a topic. Questions need to be formulated accordingly. However, keep in mind that citizens whose native language is not the language spoken at the engagement activity might have difficulties with correct spelling and therefore might not feel comfortable with this activity.	To start into a topic, to give the option for creative expression other than talking	**Costs:** Only small additional costs for material needed **Group size:** Works best for middle sized groups of 10 to 30 people **Duration:** 20min to 1.5 hours
World Café: This is a good method for starting into a creative process in a relaxed, coffee house-like atmosphere. The aim is to obtain as many perspectives and ideas as possible on a specific topic, to bring the participants into a lively exchange and to promote networking. The various aspects of a topic are discussed in parallel in small groups (four to five people). The main results of the discussion are recorded on a "paper tablecloth". After 20 to 30 minutes, the participants move to another table. Only the respective table host remains and informs the newcomers about the current state of the discussion. The participants take part in a total of three rounds of discussion. Afterwards, the most important results are collected at each table and shared and reflected on in plenary.	To start into a creative process, to obtain as many perspectives and ideas as possible on a specific topic	**Organisational aspects:** A room of appropriate size for a sufficient number of small working group tables is needed, keep acoustical aspects in mind **Costs:** Money for skilled moderation, big enough room and moderation material is needed **Group size:** The method is designed for bigger groups up to 100 participants or more, you need minimum 15 participants **Duration:** 45min to 3 hours
Open Space Conference: An Open Space Conference has a central theme, but no fixed speakers or prepared working groups. The participants themselves decide who wants to work on which topics, where and for how long. This method makes it possible to work on complex issues with a big group of participants - even from very different backgrounds. It is also suitable as an initial spark for projects that are to begin with a broad-based collection of ideas. "The law of two feet" states that everyone should only stay in a working group as long as they can contribute and learn	To work on complex issues with many participants, can also	**Organisational aspects:** Moderation should be familiar with this method, make sure you can provide room for sufficient parallel working group **Costs:** No additional costs

something. It is not only permitted, but even desirable, to change working groups. In the final phase of this method, the most important issues are identified, and the next steps required are discussed and "topic sponsorships" are assigned. This ensures that the ideas generated are also carried forward after the conference.
An entire engagement activity can be designed as an Open Space Conference, but it serves equally good as one method among others. Applying the latter, it can be e.g. used as a starting method in an engagement process to open a topic, explore the interests of the participants and generate ideas which in a next step need to be further co-created and potentially decided on together.

function as initial spark of engagement activities and collecting ideas

Group size: Works for any size of groups but is designed for especially big groups
Duration: 2 hours to 3 days

Pro Action Café:

The Pro Action Café combines elements of Open Space Conference and World Café. The method takes the principle of free choice of topics from Open Space Conference: Whatever is relevant to the participants is discussed. From the World Café, the method adopts the setting of small table rounds, at which four to five people sit and work together on guiding questions in three rounds, 20-30 minutes each. Collegial consultation and case work are also incorporated: Some participants work on specific concerns or projects and therefor stay at their table for all rounds; the remaining participants take on the role of advisors which change the table each round. Together, they explore what the discussed topic or concern is about, which gaps or challenges exist and what next steps can be taken to implement it.

To further develop concrete project ideas, to foster co-creation

Organisational aspects: Keep in mind to adjust the number of parallel small working groups to the number of total participants, room size and number of tables needs to be chosen accordingly
Costs: No additional costs
Group size: You need minimum 9 participants, works best with middle to bigger groups.
Duration: 1.5 to 2.5 hours

Design for Wiser Action:

This ingenious format is a "Project Forge" for jointly developing ideas and solving challenges.
Five to seven people present their project ideas and challenges. Within a guided three- to four-phase process, creative solutions and next steps are developed collectively, in small and changing moderated working groups. The results are recorded on a harvest canvas. In a project forge, the focus is on mutual support and giving and taking in a cooperative atmosphere.

To jointly develop and concretise ideas, to foster co-creation

Organisational aspects: A sufficiently large room is needed, keep acoustical aspects in mind
Costs: No additional costs
Group size: 15 to 50 participants
Duration: 2 to 4 hours

Future Conference:

At a future conference, selected participants from all relevant stakeholder groups can develop together future climate policies and action plans. A Future Conference follows a defined flow of steps where participants work in different working phases, partly individually, partly in homogeneous stakeholder groups, partly in maximum mixed groups with one representative from each homogeneous group and partly in the plenary. This systematic mixing creates a sense of togetherness across group boundaries, which increases the willingness to search for new solutions together.
The five phases of a Future Conference are: (1) Reflection on the past, (2) Analysis of the present: What developments are we facing? How do future trends influence our current and future actions? (3) Vision phase: Development of future concepts, (4) Consensus phase: The drafts for the former phase are presented in the plenary and a jointly supported vision of the future is developed. (5) Concrete actions and next steps are derived, volunteers form topic-related action groups, and an action plan is also drawn up.

To develop pathways for reaching solutions, to foster co-creation between different groups of relevant stakeholders in a clearly structured process

Organisational aspects: A sufficiently large room and moderation skilled in this method is needed, make sure to have all relevant stakeholder groups present
Costs: Rather costly due to long duration and need for professional moderation
Group size: 40-80 participants
Duration: 1-3 days

Future Workshop:
This method was developed in the 1960s by Robert Jungk as an instrument of self-organization and democratization. In a future workshop, participants are encouraged to develop imaginative and unusual solutions to current challenges in an atmosphere that promotes creativity. An entire citizen engagement activity can be designed with this method, but it can as well serve as a starter for a longer engagement process. Future workshops are suitable for starting citizen participation processes and they are particularly useful for topics that directly affect citizens, such as climate change topics, and where there is room for creativity and decision-making. A Future Workshop consists of the following three phases: (1) Critique phase: Analysis of the current situation and identification of problems. This can incorporate -> PROVIDING INFORMATION and -> GIVING TIME AND SPACE FOR EMOTIONS. (2) Utopian phase: Development of creative ideas and proposed solutions, which may initially be utopian and ignore practical constraints. This is the central co-creation phase of this method. (3) Realization phase: Structuring the proposals, examining their feasibility, agreeing on the next steps. This can include -> DECIDING TOGETHER.

To develop concrete project ideas, to foster co-creation

Organisational aspects: The room needs to be appropriate in size, an additional small working room should be available, sufficient creative and moderation material is needed
Costs: Rather costly due to long duration and need for professional moderation
Group size: Up to 30 participants
Duration: Usually 2-3 days, can be adjusted to shorter timeframe

Design Thinking:
Design thinking is a method, but also an attitude and systemic approach that is used to develop innovative solutions and prototypes for complex problems and topic in co-creative teams. The method was developed by Terry Winograd, Larry Leifer and David Kelley. It is increasingly used as a method for citizen participation processes. Design Thinking places citizens and their needs at the centre of the design of (future) living spaces or services and actively involves them in the development and decision-making process, together with all other relevant stakeholders. The three core elements of design thinking are (A) Multi-disciplinary teams: typically, small teams of five to six people work together, which are as diverse and heterogeneous as possible. Larger groups are divided into smaller teams. (B) Flexible working environment that can be spontaneously adapted to the needs of the group and is equipped with a wide range of presentation and creative materials, for innovative ideas to develop in the best possible way. (C) Iterative process: The participants are guided through the six phases of the Design Thinking process in loops that are sometimes repeated several times: (1) Understanding the problem, (2) Observation and direct involvement of the target group/ users, (3) Synthesis of phase 1 and 2, (4) Creative generation of ideas/solutions, (5) Prototype development using haptic materials, (6) Prototype testing with the target/user group.

To develop innovative solutions and prototypes for complex problems, to foster co-creation

Organisational aspects: Greater organizational effort required, flexible rooms, moderation material and diverse creative material such as Lego and plasticine needed, moderation skilled in this method needed
Costs: Rather expensive
Group size: Works for different group sizes but needs adapted number of small parallel working groups
Duration: One to several days

➤ *Table 7: Methods for deciding together in a group*

Method Description	Purpose/ benefit	Organisational aspects, Costs, Group size, Duration
Sociocracy / Consent decision-making: Sociocracy means "we decide together", i.e. the focus here is on the equal value of all participants. The best-known sociocratic form of organization and moderation method is the Sociocratic Circle Organization Method (SCM). Both terms are often used interchangeably. SCM was developed in the Netherlands by Gerard Endenburg based on the sociocratic ideas of the social reformer Kees Boeke. A decision is valid if no participant has a serious and argued objection to this decision to be taken (this is not a right of veto, but negotiation based on comprehensible arguments). Such a decision is reached jointly and creatively in the circle based on arguments and is then within the tolerance range of each participant with regard to a common goal. Sociocratic facilitation uses the following elements: (1) Getting in the mood and reflecting: At each meeting there is an arrival round and a closing round. (2) Everyone has their say: The participants speak one after the other in a circle and not in an open discussion. This way everyone is heard. (3) Clear structure through division into rounds: (a) Information rounds: Collection of all relevant information on a topic and clarification of questions of understanding, (b) Opinion-forming rounds (everyone expresses their opinion on the topic and possible solutions are collected), (c) Consensus rounds (decision-making or search for a resolution without serious objections). (4) All participants have the same opportunities to have a say and every argument counts. Objections are seen as unheard arguments and used constructively. It is recommended to introduce this method and its basic principles at the beginning of an engagement process to the participants since it is most likely new and unknown for them. You can also train consent decision-making throughout the whole engagement process, e.g. when small decisions along the process are taken. Talking one after each other in a circle can also help during co-creation phase and shall be implemented at an earlier stage of the activity. However, in some cases, i.e. when there is time pressure, it might be useful to install a quorum, e.g. if less than 10% of the participants have strong objectives than the decision still counts valid.	To decide together in a way that no one has a strong objection	**Organisational aspects**: Needs to be explained and trained form the beginning of the engagement activity **Costs**: No extra costs **Group size**: Consensus decision-making and sociocratic moderation can be applied for any group size, however talking in a circle should only be applied in groups up to 15 participants **Duration**: Variable, for one meeting/one decision up to the entire engagement process **Examples from our case studies**: The Vienna Climate Team applied consent decision-making for their Citizen Juries. Also, at the Climate Conference in St. Stefan-Afiesl the citizens decided in consent on the formulated manifest sentences.
Systemic consensus: From a series of self-developed proposed solutions, a group identifies the proposal that is least rejected by the group. This form of decision-making - not asking the participants for their approval to proposals, but to ask them about their level of resistance towards proposals - enables a result that comes closest to a consensus. This helps to minimize the potential for conflict in controversial decisions. The process is divided into four phases: (1) Development of a question: A group wants to make a decision that is supported by all participants. It develops an overarching question that cannot be answered with a yes or no. (2) Creative phase: Proposals for solutions are collected, inviting also especially creative and diverse ideas. All ideas and wishes may be put forward and are treated equally. The proposed solutions are not commented on or discussed in this phase. (3) Evaluation phase: In the evaluation phase, each proposed solution is evaluated by each	To choose together between different options, to ask for resistance rather than approval	**Organisational aspects**: Needs to be explained and trained form the beginning of the engagement activity **Costs**: No extra costs **Group size**: Can be applied for any size of group **Duration**: Variable, for one meeting/one decision up to the entire engagement process

group member with so-called resistance points. Zero points means "no resistance" or "I can support this solution". The highest number of points to be awarded is 10 and means "strong resistance" or "I strongly reject this proposal". The evaluation is noted on a matrix. Online tools such as "acceptify" can also be used. (4) Evaluation: Finally, the points awarded by the participants for each proposed solution are added up. The solution with the lowest number of points experiences the least resistance in the group and is therefore closest to a consensus. It is also possible to only apply the last phases of consensus decision-making (phases 3 and 4) when e.g. different options are proposed by (local) decision-makers and citizens are asked to decide on which one to choose.

Majority vote: In this method, all participants are asked to vote on a proposed solution or idea, and the option that receives the most votes is selected as the final decision. This majority vote ensures that the choice reflects the preferences of the majority, while also being efficient and relatively quick since most participants are familiar with this type of decision-making. This method works well when consensus is difficult to achieve, as it allows for a clear and decisive outcome based on the collective opinion. However, its main limitation is that it overlooks minority viewpoints and can be therefore not recommended when dealing with complex and sensitive decisions where vulnerable citizens are einvolved.	To take quick decision based on majority opinion	**Organisational aspects**: Easy to implement **Costs**: No extra costs **Group size**: Any size of group **Duration**: Very short
Citizen Jury: A Citizen Jury is a form of deliberative mini-public where a small group of citizens is randomly selected to deliberate on a given policy issue and provide recommendations to the organizing entity. The jury is usually given a specific question to answer or a clearly defined scope. It provides a report at the end of the process detailing their recommendations. Decisions made by a representative group of citizens are more likely to be accepted and viewed as legitimate by the broader public. Citizen Juries are often deployed alongside other consultative processes, or as one component of a broader participatory process. In many cases, decision-makers may give some prior commitment as to how they might respond to recommendations from a jury, e.g. presenting all jury recommendations directly to parliament or the decision-making authority agrees in advance to accepting and implementing the jury's recommendations. Keep in mind that a Citizen Jury is an engagement process itself, taking a lot of extra financial and time resources. However, since the citizens are randomly selected and representative, there is high public acceptance for their decisions.	To bring deliberation and public participation into public policy decision-making, to take a decision which has high acceptance within the public	**Organisational aspects**: A Citizen Jury is a participation process itself, taking lots of extra resources. Doing the statistical election of participants is also rather complex. **Costs**: Rather high **Group size**: Usually 12 to 25 citizens **Duration**: One to several days **Example from our case studies**: Citizen Juries were implemented in the Vienna Climate Team to decide on the winning projects.
Referendum, Plebiscite, Popular or Public Vote: Those are instruments of direct democracy where all citizens entitled to vote are invited to vote on a proposal drawn up by parliament, the government or an institution exercising governmental authority. Depending on the instrument and the local or national law, the result of the vote is politically binding or not. However, in any case they have a high degree of political legitimacy. If the decision upon the implementation of the recommendations of an engagement activity should be made with one of those instruments, the political decision-makers shall announce it before the start of the engagement activity and make sure the results are politically binding.	To take a decision based on the involvement of the broader public	**Organisational aspects**: It needs lots of time and resources to set up such a voting process **Costs**: Rather expensive **Group size**: no limit **Duration**: Needs to be announced well in advance, timeslot for voting can differ

➤ *Table 8: Social Impacts of mitigation action*

This table contains insights from a Social Impact Assessment evaluation carried out in the LOCALISED project. For different local mitigation measures, a review of the literature and an expert assessment were undertaken to evaluate specific impacts on vulnerable populations. We collect a selected summary of the insights in Table 8.

Mitigation Action		Social Impacts on Vulnerable groups (Green= mostly positive, Orange = mostly negative, Pink= highly dependent on implementation, - = No Literature)				
Sector	Measure	Low-Income Households	Women and Girls	Seniors	Tenants	Households with Children
Building	Thermal Resilience Enhancement: Window Protections, Efficient Materials and Integration of Greenery	Retrofitting can worsen inequalities for low-income groups through higher costs or displacement, but passive measures may improve thermal comfort, health, and reduce energy expenses.	-	Improving thermal conditions benefits seniors, but their limited technical ability to implement measures may worsen existing inequalities among the elderly.	Tenants may face increased inequality due to rising housing costs and conflicts over who bears the burden of implementing thermal improvements.	-
Building	Install Efficient Heating, Cooling & Hot Water Systems with Renewables to lower Energy demand	Energy-efficient technologies offer major benefits for low-income households, but financial constraints, lack of collateral, and poor housing conditions often limit access, reinforcing inequalities confirmed by empirical studies and expert reviewers.	Women face increased energy vulnerability due to longer lifespans, earlier retirement, lower pensions, and income gaps, especially under policies like solid fuel bans.	Seniors, vulnerable to extreme temperatures, would benefit from energy-efficient housing, but face economic challenges from new technologies. This group is particularly susceptible to energy poverty, especially in Eastern Europe.	Renters face increased costs and financial barriers when energy-efficient technologies are introduced, as landlords often pass on expenses, worsening inequalities despite potential energy savings and improved living conditions.	-
Mobility	Ban inefficient vehicles or those that use fuels and substances with a global warming potential higher than a certain level.	Low-income families will be disproportionately affected by car bans compared to higher-income households, through income effects (e.g. increased transport costs).	Women tend to be less car-dependent than men, partly because they are less likely to own a car, especially in urban areas. For this reason, there is ground to assume that they will not be more negatively affected than men by car bans.	Empirical research found that the most vulnerable household structures to car bans on average are couples with children and, when banning most emitting cars, couples without children over 65 years old.	-	Empirical research found that the most vulnerable household structures to car bans on average are couples with children and, when banning most emitting cars, couples without children over 65 years old.

Energy	*Increase efficient public transport infrastructure availability and attractivity.*	Lower-income individuals have higher mobility needs but face transport disadvantages due to limited financial resources. They benefit more from expanded public transport networks, which provide essential access to mobility.	Research shows women are less likely to own cars in Europe, making them more dependent on public transport. Expanding public transport options would greatly benefit women by improving their mobility.	One empirical paper on European rural peripheries finds that elderly people who do not own a car are at very high risk of social exclusion. Hence, public transport can significantly benefit this category.	-	Research shows single parents are more likely to experience transport disadvantage and poverty, struggling to access essential services due to high travel costs, poor infrastructure, long distances, and mobility barriers.
	Providing bike shared systems	Bicycle infrastructure and shared bike networks often favour wealthier, central areas, increasing socio-spatial inequalities. However, when well-distributed, they serve diverse users, highlighting the importance of equitable infrastructure placement.	-	-	-	-
	Integrate district heating systems to replace lower efficiency, segmented heating solutions.	District heating can be socially sensitive for low-income groups, as its impact depends on implementation. While it can reduce energy poverty, it may also leave households with unaffordable or inefficient systems.	-	-	-	-
Urban Spaces	*Expand Green Spaces*	Public green spaces provide affordable leisure and socialization opportunities for marginalized groups, promoting a healthy lifestyle. However, when poorly implemented or privatized, green spaces can lead to segregation and green gentrification, displacing low-income groups.	Green spaces improve health and social interaction, but the lack of gender-inclusive design can make women feel unsafe, particularly when alone or at night, despite the overall benefits.	The amount of health benefits of green spaces and using them as a point to converge and socialise make green spaces a measure group with several social benefits for old population.	Even though not having specific positive impacts on tenants, green spaces can produce green gentrification, being tenants the ones that suffer the most from it.	-
	Municipal Sprawl Containment	Urban densification, aimed at containing sprawl, is likely to impact housing affordability for low-income groups, with outcomes depending on policies. Focusing on private markets may worsen affordability, while integrating public and subsidized housing can prevent it.	-	-	-	-

Annex 2:
Case Studies

Annex 2: Case Studies

This Annex gives an overview of the five citizen engagement case studies which informed this manual. The first three case studies described were planned and conducted within the LOCALISED project from the three project partner cities and local administrations: Vienna, Barcelona and Metropolitan Area of Gdansk, Gdynia and Sopot (MAGGS). In addition, two more case studies were analysed to gain even deeper insights. The case studies were scientifically evaluated with an evaluation survey, participatory observation and reflecting focus groups.

Each case study has a different focus and can be positioned in a different phase of the policy cycle, as seen in the figure below:

POLICY CYCLE: STAGES OF DECISION-MAKING AND POTENTIAL ENGAGEMENT WITH CITIZENS

5 Evaluation

Citizens can be **engaged to evaluate or monitor** the implementation of the solution and to measure its outcome and results.

4 Implementation

Citizens can provide **help in deploying the solutions** or projects decided in the previous stage.

3 Decision Making

Citizens can be involved to **collectively decide on the solution** to be implemented, the budget to be allocated, or the projects that will be selected.

1 Issue Identification

Citizens can be involved to **help identify the most pressing problems** to solve, map the real needs of the public, or gather inputs or ideas to tackle the problem.

2 Policy Formulation

Citizens can be involved to **enrich a proposed solution**, identify risks, prototype or test solutions, or collaboratively draft a policy, project plan or legislation.

Source: Authors own elaboration based on: OECD. (2022). OECD Guidelines for Citizen Participation Processes. OECD. https://doi.org/10.1787/f765caf6-en

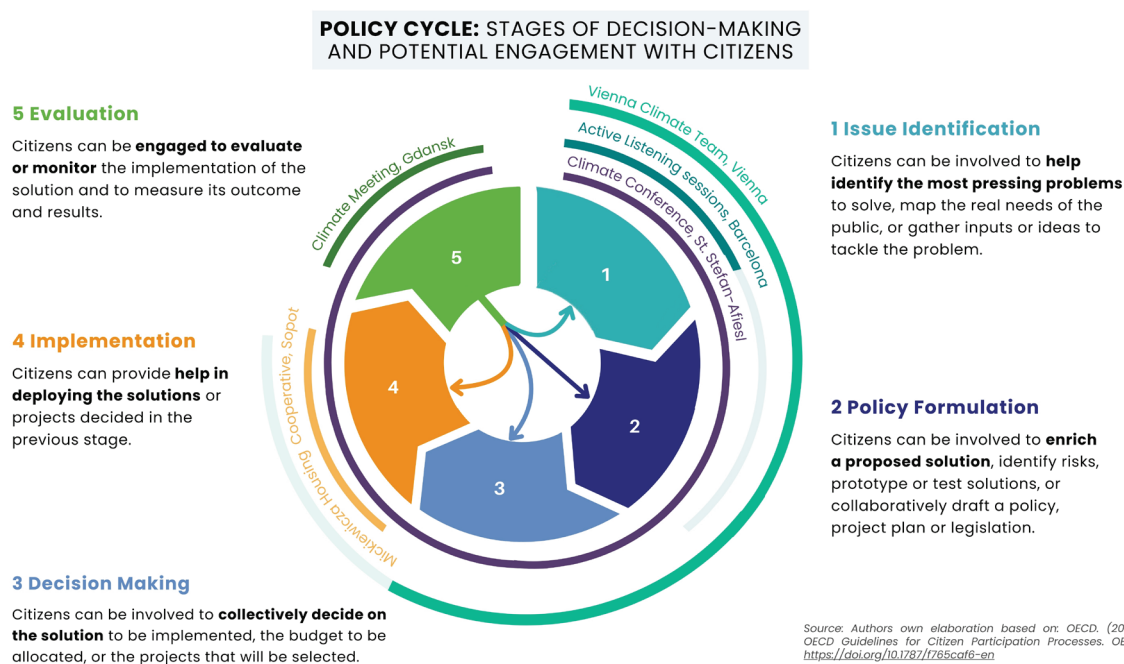*Figure 14: Localisation of the five case studies in the policy cycle*

Dive Deeper:
- ➢ For more detailed information on the case studies as well as their scientific evaluation check out the LOCALISED Deliverable D6.3, Available on the LOCALISED Website from Summer 2025.
- ➢ For more information on Citizen Engagement and Policy Cycle, see Chapter 1 -> POLICY CYCLE AND CITIZEN ENGAGEMENT

➤ *Vienna Climate Team, City of Vienna (Austria)*

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PLACE (CITY/REGION, COUNTRY): Vienna, Austria

TIMING: Annual process that is repeated every year, it started with two years of pilot phase in 2022 and 2023; 2024/25 started the first regular project cycle.

TARGET GROUP(S): Everyone living in Vienna, independently of their nationality with a special focus on citizens vulnerable to climate change. Each year the process takes place in three different districts of Vienna.

NUMBER OF PARTICIPANTS: Several thousand in each cycle.

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RELEVANT STAGES IN POLICY CYCLE:

Figure 15: The Vienna Climate Team in the policy cycle

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CASE STUDY SUMMARY:

The Vienna Climate Team is a **one-year cycle of participatory budgeting process** which consists of six phases with numerous engagement activities and events, aiming to reach its three central goals: Systemic climate protection, Strengthening democracy and social justice, and Governance Innovation. It repeats annually in three different districts of Vienna. Viennese citizens can contribute their ideas and concrete proposals for actions to fight the climate crisis. Those ideas then get further developed together with citizens, experts (civil servants from the City of Vienna), local politicians and multipliers (as advocates of the hard-to-reach target groups) into jointly supported project ideas. In a final step, the citizens decide themselves, as part of a randomly selected citizens jury, on the use of available budget funds to implement selected projects. The implementation budget consists of 20 Euro per district-resident. The selected projects get implemented within two years by the City of Vienna.

PROCESS DESIGN:

Each year's process consists of the following phases[1]:

0. **Preparation phase (ca. January to September):** All relevant stakeholders get on-boarded. This includes the political representatives of the districts, the experts from the City of Vienna[2] (civil servants) and so-called multipliers[3] from various civil society organisations. There are several exchange formats to ensure that the process is well prepared and synchronized.
1. **Ideas Collection phase (ca. September to October):** All Viennese citizens can submit their ideas in an analogue or digital form in four different fields of actions: (1) Climate friendly mobility, (2) Using renewable energy, (3) Make urban spaces climate-friendly, (4) Sustainable behaviour in everyday life. The submitted ideas need to meet certain submission criteria, such as positive impact on the climate, increase social justice and building of communities or feasibility. Each year, more than 1,000 ideas got handed in by citizens. Numerous and diverse types of events and mobilisation are taking place, including action weeks and broad digital and analogue advertisement. The multipliers are highly engaged in this project phase.

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[1] The process design and timing described here is the design of the 2024/25 project cycle. In the previous two years of pilot phase, the process design and timing were (partly) different. Adaptations have been made and lessons learned have been integrated which led to the process design of 2024/25.
[2] Throughout this case study description: "Experts of the City of Vienna" always refers to civil servants of various administrative departments who have expert knowledge in their field of work.
[3] Within the Vienna Climate Team, the term "multipliers" includes multipliers, bridge-builders and representatives of locally well-established institutions. For reasons of simplicity, we apply the wording of the Vienna Climate Team throughout the case study description and thus only refer to "multipliers".

2. **Ideas-Check (ca. November to February):** Experts from the City of Vienna first provide an initial technical assessment of the feasibility of the ideas. The ideas than get clustered (according to thematic and spatial priorities) and exhibited. In the Ideas workshops, citizens, experts from the City of Vienna, political representatives and multipliers come together to jointly nominate a specific number of ideas clusters that will subsequently be developed into projects. In a next step, the experts from the City of Vienna then provide a more detailed technical assessment of the feasibility of the ideas and idea clusters.

Figure 16: Ideas Exhibition, © Luiza Puiu / Stadt Wien

3. **Project development (ca. February to March):** The nominated and feasible ideas and idea clusters are further developed into projects. This happens in co-creative **project workshops** where citizens, experts from the City of Vienna, political representatives and multipliers work together. Experts then assess whether the developed projects are feasible and add details if necessary.

4. **Project selection / Citizen Jury (May to June):** A citizens' jury for each district deals with the projects developed in phase 3. The jury consists of 20-25 residents and is drawn on a representative basis, this means that it consists of residents who reflect the population of the district as closely as possible. Using sociocratic consensus decision-making, the jury selects which projects are to be implemented in their district with the available financial resources. These are then proposed to the City of Vienna for implementation.

5. **Project implementation (from July on for the upcoming two years):** The projects are further developed into detailed project plans by experts from the City of Vienna. This involves many technical and legal details and may result in changes. The projects are then aimed to be implemented within 2 years. The implementation phase is monitored, and updates are regularly communicated to the public through the online participation platform, newsletters and press releases.

CENTRAL LESSONS LEARNED:

→ **"Ice breaking materials" are very useful:** In the Vienna Climate Team reaching out phase, e.g. big carpets with the street view of the neighbourhood, deckchairs, a cargo bike and numerous other materials from the "Klimateam-Box" are used as ice breaking materials on the street.

→ **Local knowledge is important:** The knowledge of the three local city districts is crucial for successfully reaching out to your target groups.

→ **Vulnerable citizens are best reached with direct outreach methods and in direct (informal) conversations:** Therefore, sufficient events in public spaces are needed (e.g. in parks, on the street, near subway stations, in public housing…). Also print media, direct postal mailing and advertising it through local initiatives and welfare organisations can help to reach beyond the usual suspects.

→ **Engaging with multipliers helps to successfully reaching out to vulnerable groups of citizens:** Multipliers and their institutions serve as bridge-builders to the communities they are working with. They furthermore help to motivate their target group(s) to contribute ideas.

→ **When failing to involve (a sufficient number of) vulnerable citizens in your engagement activity, include multipliers and representatives instead:** They can bring in the perspectives and needs of their target groups.

→ **Lower (physical) barriers and make it easy for diverse groups of citizens to participate:** Offer childcare, barrier free access to the venue, food and drinks! Set the time best suitable for your citizens, use locations which are reachable by public transport and central for most citizens (if possible). Speak loud, slow and in easy language and if possible, offer translation.

→ **Co-Creation formats which involve citizens, civil servants and local politicians increase the knowledge of the participants, lead to broadly supported results, enable dialog "at eye level" and foster better mutual understanding:** Importantly, this is not only the case on the side of the citizens, but also on the side of the civil servants and local politicians.

→ **Well-designed citizen engagement processes motivate their participants to get/stay active and engage with their (local) government in the future:** Most of the participants of all evaluated events stated, that they are motivated to take part in participatory events again in the future.

→ **Decision-making based on Sociocratic consent leads to jointly supported results:** It ensures that all voices are heard and considered, also the more silent or underrepresented ones.

→ **Before the participatory process starts, a broad-based political commitment is needed regarding the engagement process and its results:** It should be decided a-priori, what will happen with the results of a citizen engagement process, e.g. how they will be implemented, or lead into and influence local policy making. **Ideally, participation targets are formally anchored in laws or central strategic documents** (e.g. in case of the Vienna Climate Team it is anchored in the strategic document "Smart City Climate Strategy Vienna").

→ **The implementation phase needs regular monitoring, additional time, human and financial resources and a coordination and management-team which includes persons with key roles and necessary distribution competencies:** Not creating extra capacities for the implementing departments is likely to cause a delay of implementation.

→ **The implementation progress needs to be actively communicated to the wider public and the involved citizens:** Transparent communication fosters the trust of citizens in their local politicians and city administration.

PERFORMING INSTITUTION:

→ The Vienna Climate Team is a project of the unit "Office for Participation and Empowerment" which is as part of the department of Energy Planning of the City of Vienna (MA 20)

FURTHER PUBLICATIONS, LINKS, RESOURCES:

→ Vienna Climate Team official website: https://klimateam.wien.gv.at/
→ Online participation website: https://mitgestalten.wien.gv.at/ (registration needed)
→ Publication from the City of Vienna (Energy planning department) on the main findings from the pilot years 2022 and 2023 (available in English and German): https://klimateam.wien.gv.at/service
→ Academic study from the University of Vienna: How Context Matters: Challenges of Localizing Participatory Budgeting for Climate Change Adaptation in Vienna. Ahn et al, 2023. Journal of Urban Planning.

> ## *No One Left Behind: Active Listening Sessions For Vulnerable Groups To Guarantee Climate Justice, City Of Barcelona (Spain)*

PLACE (CITY/REGION, COUNTRY): Barcelona, Spain

TIMING: Between April and July 2024

TARGET GROUP(S): Seven different vulnerable groups: Elderly, women, people from diverse ethnic and language backgrounds, people with health disabilities, homeless people, users of Energy Advice Points for energy poverty, children.

NUMBER OF PARTICIPANTS: 42 adults and 38 children
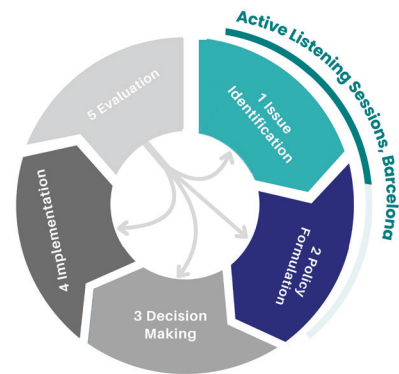
RELEVANT STAGES IN POLICY CYCLE

Figure 17: The Barcelona Active Listening Sessions in the policy cycle

CASE STUDY SUMMARY:

The Active Listening sessions targeted people belonging to the most vulnerable social groups, given that they are the people affected the most, not only by the effects of climate change but also by certain climate change adaptation and mitigation policies. The engagement activities aimed to fulfil the following overarching goals: (1) Collect issues, habits and needs regarding four climate-related topic areas (energy in the home including heating and electricity, public spaces, mobility and climate shelters), (2) Detect the level of awareness and use of current municipal actions on climate adaptation and mitigation and (3) Collect possible future improvements in climate mitigation and adaptation policies with an integrative perspective.

PROCESS DESIGN:

1. Reaching out: Target groups were reached through various city council departments and one NGO. To ensure diverse participation, on top of the selection of different vulnerable groups, sampling was based on district location (central vs. peripheral) and different levels of economic and social vulnerability of districts.

2. Engagement activity: An external company was hired to moderate the sessions and collect the results. Seven sessions with adult participants were conducted in different locations, each lasting 1.5 hours, always one session targeting on specific vulnerable group. The sessions were structured as follows: (1) Ex-ante survey to collect socio-demographic data and existing knowledge about climate change, (2) Introduction and check in rounds on perceptions around climate change, (3) Focus group to collect perspectives and proposals on four central topic areas (energy in the home including heating and electricity, public spaces, mobility and climate shelters), (4) Ex-post questionnaire to evaluate the activity, (5) A gift for participants. The two additional sessions with children had an adapted structure to fit the target group.

Figure 18: Active Listening Session with Elderly, © Ajuntament de Barcelona

3. Collection of results and follow-up: The activity's results were compiled into a full report and exec-utive presentations for the city department, with tailored presentations shared with relevant depart-ments based on specific vulnerable groups. The full report includes (1) a list of needs and challenges brough forward by the participants regarding the four topic areas and (2) a series of recommendations coming from citizens on local climate policy. Additionally, the results of this activity are planned to be used for the development of the new Heat Plan of the City of Barcelona.

CENTRAL LESSONS LEARNED:

→ **Reaching vulnerable citizens, compared to the "usual suspects", is not easy and requires much more efforts in mobilisation and reaching out.** However, this effort is worthwhile, because it helps to gain diverse insights, learn new perspectives and understand better the perspectives and needs of those who are potentially most negatively impacted by climate change and cli-mate policy.

→ **Prioritize civil society and social services as channels to reach out to vulnerable people (and not only city council departments):** For successful reaching out and inclusion of vulnerable groups of society, civil society (such as NGOs or migrant-self-organisations) and social services should be given a prominent role as multipliers and bridge-builders.

→ **Consider that not every participant who signs up will show up:** In quite some of the sessions there were more people confirming that they would participate but, in the end, did not show up.

→ **Keep smaller groups:** The size of the group is important. The focus groups that better worked, were the ones with six to ten participants. With more participants, it is difficult to ensure that everyone gets the chance to talk and express him- or herself. On the other hand, with only very few participants, diverse perspectives might be lacking.

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→ **Be careful on how to communicate "vulnerability" as a status**: Sometimes participants do not perceive themselves as vulnerable to the climate crisis. Thus, the vulnerability status should be treated with sensitivity and respect for the participants.

→ **Bring local decision-makers on board early to ensure the implementation of the results:** Involve higher-level city managers and officials in the planning stages of participatory activities. When they are part of the process early on, they are more likely to take an interest in the results and follow through on implementing them. Building this kind of political support ensures that citizen engagement efforts are more likely to lead to meaningful action.

→ **Economic advantages and costs play a big role when it comes to climate friendly behaviour:** Economic benefits, such as financial subsidies or economic savings are great motivators for behavioural change, especially for vulnerable citizens. In the same line, they are less willing (or less able) to apply cost-effective environmentally friendly behaviour, such as buying an electric car or installing solar panels.

PERFORMING INSTITUTION OR ORGANISATION:

→ The Area of Mobility, Infrastructures and Urban Services of the Barcelona City Council (2030 Agenda Department, Office for Climate Change Directorate & Communication and Participation Directorate)

FURTHER PUBLICATIONS, LINKS, RESOURCES:

→ Final summary report of the project "Nobody left behind": http://hdl.handle.net/11703/138797 (English); http://hdl.handle.net/11703/138796 (Catalan)

> ## *Climate Meeting: Public Consultation for a Green Future, MAGGS (Poland)*

PLACE (CITY/REGION, COUNTRY): Metropolitan Area of Gdansk, Sopot and Gdynia (MAGGS)

TIMING: October and November 2024

TARGET GROUP(S): Elderly (>60 years old)

NUMBER OF PARTICIPANTS: 16

Figure 19: Climate Meeting: Public consultation for a Green Future in the policy cycle

CASE STUDY SUMMARY:

The regional government council of Pomerania has introduced the "Anti-Smog Resolutions", aiming to progressively restrict and phase out the use of solid fossil fuels, including coal, in heating systems across the region. Transitioning from coal-based heating presents significant social challenges, particularly for households unable to afford alternative energy sources. In this context, the Office of the Metropolitan Area of Gdańsk-Gdynia-Sopot (MAGGS) launched an engagement initiative targeting senior citizens, a demographic particularly vulnerable to energy poverty in Poland. The consultation aimed at (1) informing participants about the anti-smog resolutions, (2) sharing knowledge and experiences on climate-friendly lifestyles and (3) gathering feedback from the participants on their points of view, concerns, and daily struggles with the anti-smog resolution and its consequences.

PROCESS DESIGN:

1. Identifying the target group: The -> LOCAL KNOWLEDGE- APPROACH was used, which led to the identification of Elderly people as a special target group. Elderly people were found to (1) be more probable to live in older coal-based heated buildings, (2) more often be particularly economically vulnerable compared to other groups and (3) often have limited access to information on energy transition plans in the region and on financial tools available for transitioning to cleaner heating systems.

2. Reaching out: Two reaching- out methods were applied: (1) Personal contact to a senior club and (2) cooperation with a locally well-established institution: The University of the Third Age.

3. Public consultation with elderly: The meeting lasted 3.5 hours, took place in the MAGGS office moderated by a MAGGS climate specialist, and was structured as follows: (1) Welcome, (2) Presentation on anti-smog resolutions including who the resolutions apply to, the obligations of citizens, the alternatives to coal furnaces and the negative effects of fossil fuels use on the environment, (3) Real-life experiment on solar panels as example for climate-friendly alternatives, (4) Presentation on air pollution's health impacts, (5) Interactive quiz on climate-friendly daily life-behaviours, (6) Discussion on the provided information including collection of feedback, needs and concerns of the participants related to the anti-smog resolutions, (7) Closure.

Figure 20: Interactive Activity with the participants during the engagement activity, © MAGGS

4. Online follow-up workshop with local decision-makers from various municipalities within the metropolitan area: The event aimed at (1) engaging them in discussions on the implementation of the anti-smog resolution, (2) initiating a dialogue about the barriers and opportunities for local decision-makers in informing and engaging with citizens about the anti-smog regulations and (3) showcasing the public consultation with elderly as a practical example of how to build trust and effectively share information with vulnerable citizens.

CENTRAL LESSONS LEARNED:

→ **Mixing knowledge inputs is a great strategy to maximise engagement**: Incorporating a variety of knowledge-sharing techniques - such as presentations, quizzes, and hands-on experiments - keeps the audience engaged, makes the learning process enjoyable, and stimulates diverse forms of discussion.

→ **Gaining new knowledge on climate topics is a great motivator for participation:** This was stated as main motivation from the participants of this activity.

→ **Acknowledge participants' emotions, such as fear or frustration, by creating time and space for expression is important;** otherwise, these feelings may block discussions or create a negative atmosphere, making it essential for moderators to be aware and skilled in handling them effectively.

→ **Use official public administration events to showcase your citizen engagement activities:** The organizers of this activity took advantage of the MAGGS General Meeting to invite politicians to their follow-up workshop, with great success.

→ **Create spaces for open dialogue with local decision-makers:** Providing opportunities for local administrators and politicians to openly discuss challenges in engaging citizens is vital.

PERFORMING INSTITUTION:

→ The Office of the Metropolitan Area of Gdańsk-Gdynia-Sopot (MAGGS).

> ## *Climate Conference: For A Good Climate – Now And In The Future! , Sankt Stefan-Afiesl (Austria)*

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PLACE (CITY/REGION, COUNTRY): St. Stefan Afiesl, Austria

TIMING: Started in summer 2024, implementation phase planned until 2030

TARGET GROUP(S): All citizens who live or work in the municipality of St. Stefan-Afiesl

NUMBER OF PARTICIPANTS: 44 at the Climate Conference

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RELEVANT STAGES IN POLICY CYCLE:

Figure 21: Climate Conference in the policy cycle

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CASE STUDY SUMMARY:

The rural municipality of St. Stefan-Afiesl counts in total 1,200 inhabitants. The municipal council of St. Stefan-Afiesl decided to invite their citizens to a climate conference, aiming to co-creatively develop feasible and reasonable climate protection measures that reduce the municipality's energy consumption and greenhouse gas emissions sustainably by 2030. Citizens, local politicians and civil servants participated. The result is a manifesto containing concrete action points in different fields of climate action that not only determines the future climate policy direction of St. Stefan-Afiesl but can also provide orientation and guidelines for action for all municipal residents.

PROCESS DESIGN:

1. Data processing: In preparation for the Climate Conference, experts researched data on local climate mitigation and energy consumption, which are within the scope of influence of either the local municipal government and/or the citizens itself. Therefrom possible decarbonisation and energy reduction pathways were identified, in line with national and international climate mitigation targets by 2030 and 2050.

2. Preparation workshop with local decision-makers: This two-hour-workshop was held online with relevant stakeholders from local politics and administration. First results of the data processing were presented, the aim of the Climate Conference and political framework conditions were discussed, and logistical details were planned.

3. Reaching out to citizens: This was conducted by the municipality itself and took place in the two months before the engagement activity. The following reaching out-methods were applied: (1) Open call at the municipal website, (2) Local newsletter article, (3) Posters in central public buildings, (4) Flyers into private letter boxes, (5) Personal invitation to representatives of local initiatives and organisations.

4. The Climate Conference: took place on a Saturday afternoon. After a **welcoming** through the mayor and the external moderation team, **scientific input** was provided based on the data processing. **Small group work** took place in two rounds, where participants could choose two of six thematic discussion groups on: Climate-friendly (1) Living, (2) Renovation, (3) Mobility, (4) Travel, (5) Nutrition and (6) Open table for additional topics. Results were recorded on a flipchart-template and each group formulated one to three **"manifest sentences"** including concrete next steps to go. Results were presented and all participants agreed collectively on the formulated manifest sentences.

Figure 22: Small group work, © Maria Piermayr/ Gemeinde St. Stefan-Afiesl

5. Follow-up workshop with local decision-makers: This took place one month after the Climate Conference, with relevant stakeholders from local politics and administration, aiming to support them in defining and prioritizing next steps of the implementation of the Climate Conference results.

CENTRAL LESSONS LEARNED:

→ **If the aim is to reach as many citizens as possible, a mix of various reaching out and advertisement methods works best:** Make sure to mix digital (website, social media) and analogue (posters, local newspaper) advertisement.

→ **Personal invitations work very well, especially in rural contexts:** A great number of citizens participated due to personal invitation of people they know (local initiatives, associations or facilities, friends or family, or through personal invitation from the mayor or civil servants).

→ **A positive and motivating atmosphere is crucial for a positive and productive working environment in which everyone feels well.** To support this, it is recommended to include a short slot on "How do we want to work together and how do we talk to each other" at the beginning of the event. A good briefing of the small group moderators on their role and how to facilitate the small group discussions is crucial as well, especially when the small group moderators are not very experienced in moderation.

→ **Citizen engagement activities can help to improve the trust of the citizens in their local government:** When designed well and when the results are really taken up by local government, engagement activities improve the trust of citizens in their government and administration.

→ **Engage with active and willing citizens during the implementation phase:** This can be especially useful when (1) the personal resources of the local government and civil servants are limited and (2) when each and every citizen is needed for the success of the implementation (e.g. because changes in private houses are necessary).
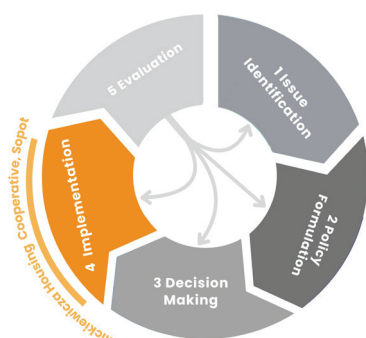
PERFORMING INSTITUTION:

→ Municipality of St. Stefan-Afiesl, financially supported by "Klimafonds". Expert support and moderation from ÖGUT.

FURTHER PUBLICATIONS, LINKS, RESOURCES:

→ Documentation of the climate conference at municipal website: https://www.ststefan-afiesl.at/de/Klimakonferenz_-_Rueckblick_und_Voraus-Blick (German)
→ Review on the Climate Conference: https://www.oegut.at/de/news/2024/09/klimakonferenz-st-stefan-afiesl.php (German)

➢ *Energy Transition of the Mickiewicza Housing Cooperative in Sopot (Poland)*

<table>
<tr>
<td>

PLACE (CITY/REGION, COUNTRY): Sopot, Poland

TIMING: September 2024

TARGET GROUP(S): Residents of a multi-residential housing cooperative called Mickiewicza

NUMBER OF PARTICIPANTS: 18

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RELEVANT STAGES IN POLICY CYCLE:

Figure 23: Energy Transition of the Mickiewicza Housing Cooperative in Sopot in the policy cycle

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CASE STUDY SUMMARY:

The Mickiewicza housing cooperative initiated an energy transition process through the installation of heat pumps and other renewable and energy efficiency technologies, co-funded through EU funds. One engagement activity with the housing residents was conducted, aiming to (1) present those actions recently implemented, (2) gather the opinions, concerns and needs of residents, to take them into account for possible future actions and (3) to explore the options for the creation of a collective prosumer (producer + consumer) model. This case study was a cooperation between two European projects, LOCALISED and SUSTENANCE.

PROCESS DESIGN:

1. Reaching out: The following reaching out methods were applied: (1) E-mail invitation from the housing association's president to all residents, (2) Invitation through the residents' Facebook group, (3) Printed posters in the residential buildings, (4) Information desk for one afternoon in the housing association's yard, with 1:1 conversations between organizers and residents.

2. Engagement Activity: Took place on a weekday evening in a private room in a restaurant not far from the housing cooperative, moderated by a member of the SUSTENANCE project team, and was structured as follows: (1) Welcoming, (2) Presentations of the work implemented so far in terms of installation of decarbonisation and energy efficient technologies, (3) Presentation of the energy model of the housing association and of the concept of collective prosumers, including data on how much energy buildings consume under different energy models, (4) Q&A from participants, (5) Interactive discussion on needs, concerns, objectives and expectations of the residents, (6) Thank you and goodbye, including small give-aways for participants.

Figure 24: Engagement activity with residents of the housing association, © IMP

CENTRAL LESSONS LEARNED:

→ **Advertising the engagement activity and reaching out to your target group takes time:** Reaching out activities need to start at least several weeks prior to the event.

→ **Get crucial stakeholders on board early and secure their support:** This increases the legitimacy to the event and is needed for successful implementation of results.

→ **An accessible and calm space is important**: Choosing a calm and accessible place for your engagement activity contributes to a positive atmosphere.

→ **Good and impartial moderation is crucial:** A moderator should be able to (1) regulate how much space singular people take in the discussion, (2) involve the most silent people, (3) have good time-management skills and (4) should be perceived as impartial in the discussion. Ideally, a professional external moderator should be hired.

→ **Key stakeholders need to be briefed prior to the activity to ensure that they understand the activity's aims and the role and space they should take in the discussion**. It is important, for instance, that their participation in the discussion is not too dominant and that it does not hinder other people to share their opinion.

→ **Acknowledge participants' emotions and anger,** otherwise they will block a constructive discussion.

PERFORMING INSTITUTION OR ORGANISATION:

→ The meeting was organised and moderated by the Institute of Fluid-Flow Machinery, Polish Academy of Sciences (IMP). The financing of the event was from SUSTENANCE H2020 project, grant agreement ID: 101022587.

FURTHER PUBLICATIONS, LINKS, RESOURCES:

→ SUSTENANCE Project: https://h2020sustenance.eu/

Further literature

There are numerous tools and databases in numerous languages which give a good overview of different steps and methods for good citizen engagement and its design. See e.g.:

In English:

I. **Web Tools and databases**
    o Action Catalogue: The Action catalogue is an online decision support tool that is intended to enable researchers, policy-makers and others wanting to conduct inclusive research, to find the method best suited for their specific project needs.
    o Participedia: A global network and crowdsourcing platform for researchers, educators, practitioners, policymakers, activists, and anyone interested in public participation and democratic innovations

II. **Additional guidelines and methods**
    o OECD Guidelines for Citizen Participation Processes
    o Core Facilitation Methods from Amanda Fenton Consulting
    o How do I plan a participatory process? | Involve
    o BiodiverCities Atlas: A participatory guide to building biodiverse urban futures.
    o CLIMAte change citizen engagement toolbox for dealing with Societal resilience Focus on climate assemblies and living labs.
    o Corporate Guidance on Citizen Engagement from the EU Commission.

III. **Organizations and platforms**
    o People Powered People Powered is a global hub for participatory democracy - the direct participation of community members in making the policy decisions that affect their lives.
    o Art of Hosting: The Art of Hosting is an approach to leadership that scales up from the personal to the systemic using personal practice, dialogue, facilitation and the co-creation of innovation to address complex challenges.

In German:

IV. Partizipation.at– Gemeinsam einsetzen und gestalten. This website provides information in German language about participation and sustainable development and is based on an initiative of the Austrian Federal Ministry for Climate Action, Environment, Energy, Mobility, Innovation and Technology.
V. Liberating Structures – Innovation durch echte Zusammenarbeit.
VI. Qualitaetskriterien Buergerbeteiligung: Quality criteria for citizen participation from the Citizen participation network.
VII. Bericht Betroffen von der Klimakrise: Austrian Volkshilfe study on groups affected by the climate crisis
VIII. Qualitaet_von_Buergerbeteiligung_- Zehn Grundsätze mit Leitfragen und Empfehlungen-final by Allianz Vielfältige Demokratie

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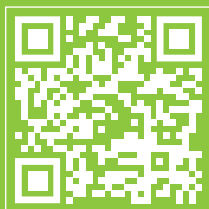
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