

ATTAC Methodology for Stakeholder Engagement



Miskolc Holding Plc.
and Marche Regional
Government

ATTAC Partnership

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Contents

Legends	4
1. INTRODUCTION	5
1.1. <i>ATTAC project general description</i>	5
1.1.1. Background.....	5
1.1.2. Problem or challenge to be addressed	5
1.1.3. Objectives of the project.....	6
1.1.4. Expected outcomes	6
1.2. <i>The importance of involving local stakeholders into ATTAC project implementation</i>	7
1.3. <i>Purpose of the Handbook</i>	8
1.4. <i>Role of Mobility Forums (MFs)</i>	8
1.5. <i>Link between WP3 and local stakeholder involvement</i>	8
2. STAKEHOLDER ENGAGEMENT STRATEGY	11
2.1. <i>Identification of the target group</i>	11
2.1.1. Definition of stakeholders	11
2.1.2. Stakeholder groups in detail	11
2.1.3. Stakeholder analysis	12
2.1.4. Potential target groups of the ATTAC project	15
2.2. <i>Methodology for Stakeholder Engagement</i>	15
2.3. <i>Selected tools</i>	17
2.3.1. Questionnaire surveys	17
2.3.2. Public meetings – Mobility Forums	18
2.3.3. Site visits	18
2.4. <i>Organisation of the Mobility Forum Meetings</i>	18
2.4.1. Methodology background.....	18
2.4.2. From preparation to evaluation.....	20
2.5. <i>Expected Outcomes</i>	23
2.5.1. Reports of MFs.....	23
2.5.2. SUTP in line with strategic documents at local, regional, national and European levels.....	23
2.6. <i>Risk Assessment and Mitigation Techniques - How to Handle Specific issues during the process</i>	23
3. Resources	26
3.1. <i>Templates</i>	26
3.1.1. Template 1. – Invitation letter for MF.....	27
3.1.2. Template 2. – Legal background of SUTP for MF.....	28
3.1.3. Template 3. – Final Evaluation Template	29
3.1.4. Template 4. – Report Template	30
3.1.5. Template 5. – Report to Website Template.....	32
3.1.6. Template 6. – Checklist.....	33
3.1.1. Poster sample.....	37
3.2. <i>Links to useful online resources</i>	37

LEGENDS



Explanations.



To be filled in.



Practical ideas.



Report material.



Ideas to remember.



Internet material.



Email to Lead Partner.

1. INTRODUCTION



1.1. ATTAC project general description

1.1.1. Background

Most transport starts and ends in urban areas, thus they should provide efficient interconnections for transportation networks. ATTAC cities/regions are facing increasing mobility needs, intensified suburbanisation, escalating traffic flows and congestion. This led to poor accessibility of these regions and externalities that negatively affect the environment. A major reason of congestion in ATTAC areas is the ever growing use of private cars. The reduction of car use and the shift to sustainable transport modes would be crucial, but public transport (PT) is often perceived by customers as uncomfortable and rigid. That is the reason why the ATTAC consortium (local/regional PT authorities, service providers, policy makers and networks working in the field of urban mobility) set the specific objective to introduce attractive and sustainable PT solutions/services in their regions which will significantly contribute to raising the use of PT. Project partners will work in three interlinked thematic fields to generate concrete results and prepare investments: Task Forces investigate innovative tools in the field of:

- 1) flexible PT solutions,
- 2) integrated ticketing/smart card systems,
- 3) intelligent passenger information.

The jointly defined solutions in all themes will be tested as pilots/pilot studies to examine the applicability of ideas in various local environments, whereby giving credence to transnational efforts made to solve local challenges.

1.1.2. Problem or challenge to be addressed

ATTAC regions serve as main or intermediate nodes in the transportation network since all are located on one, or at a junction of several Class-A European Roads. Most ATTAC cities are directly situated on the envisaged Pan-European Corridors, and some are connected to these by "A" roads. Most transport starts and ends in urban areas, where in 2020 80% of Europeans will live. The effect of investments in corridors in order to improve the flow of transport in Europe is very limited if these first-last mile connections are not covered by concrete actions. ATTAC cities are facing increasing mobility needs, intensified suburbanisation coupled with escalating traffic flows. This has led to serious problems related to congestion, poor accessibility of these regions and externalities that negatively affect the natural environment.

1.1.3. Objectives of the project

Improvements in road, rail and inland waterway infrastructure, promotion of co-modality should go hand in hand with measures to boost the use of PT in urban areas. Only this parallel approach can ensure the long term accessibility of these locations. The general aim of the project is to improve the coordination in promoting, planning and operating urban/agglomeration public transport. Networks in order to better integrate ATTAC cities and regions into South East Europe (SEE) transport backbone as effective main and intermediate nodes of trans-national accessibility and to reduce bottlenecks in European transport corridors. Effective and quality urban public transport is one of the key factors of fighting congestion, and the stimulation of the use of PT must be facilitated, making it a really competitive alternative for private car use. The specific objective of the project is to introduce attractive and sustainable PT solutions and services in ATTAC cities which will significantly contribute to raising the share of public/collective transportation modes at ATTAC locations, creating a framework for a seamless journey to all passengers, with special regard to commuters and long distance travellers.

1.1.4. Expected outcomes

Activities and results of ATTAC will all contribute to achieving the specific objective: the improved PT in urban areas will attract people to use PT, which has great impacts on reducing congestion and providing free flow of traffic. Therefore ATTAC activities and results contribute to the general aim of the project: ATTAC cities will become effective nodes of transnational accessibility, enabling seamless travel and congestion-free European transportation networks. The sustainability of the project will be ensured through the main outputs and results:

- **Political sustainability:** by the core output, the Mobility ToolBox, this is a collection of good strategies for how to make SEE cities/regions effective nodes of transnational accessibility.
- **Financial sustainability** on local/regional level: by the SUTPs, being bases for the future full scale implementation of the investigated & tested measures and will contain funding plans via national resources.
- **Institutional sustainability** is ensured by the decision making power of the project partner (PP) institutions directly responsible for the design and implementation of local/regional PT policies and development (public- and transport authorities, mobility agencies), and other competent PPs having significant influencing power (university, transp. associations).



1.2. The importance of involving local stakeholders into ATTAC project implementation

The *efficiency and effectiveness* of any strategy creation and project implementation largely depends on *the level of agreement between the stakeholders concerned*, which makes cooperation a necessary condition for success.



Without engaging stakeholders, there can be no common enduring agreement, ownership or support for a particular project. A project is more likely to succeed, especially in the long-term, if it takes into consideration the environment in which it operates and endeavours to meet the needs of the stakeholders affected by it.

For some of these actors, cooperation is certainly every-day practice and partly also regulated e.g. between local government agencies. However, considering the range of interests evoked above it is immediately clear that many important stakeholders are actually not (or only marginally) involved in transportation strategy development and implementation processes. At the same time, even those actors involved often actually work in parallel policy implementation processes without achieving desirable cooperation concerning a common policy topic, like that of public transport.

Early and continuous involvement by representatives of the various stakeholder groups will increase the likelihood that the evaluation findings will also be used by the stakeholders. Their participation means that they will have a say in the information to be collected; they will feel a sense of ownership in both the evaluation and in the program or project itself.

Engaging stakeholders in transport strategy creation *enables the project team to draw on*

Stakeholder engagement can help to:

- + Promote local solutions to local challenges;
- + Uncover the 'hidden' knowledge of the community and identify their needs and key concerns;
- + Provide new perspectives on the issues and problems that are revealed;
- + Avoid legal action against a project by residents or other people with concerns;
- + Reduce costs and delays to a project;
- + Identify stakeholder concerns early in the planning process when changes may be easier to make;
- + Create productive partnerships between the project team, local community, businesses, government and other stakeholders;
- + Empower stakeholders and create a sense of 'ownership';
- + Improve public acceptance of the project; and
- + Create political credibility.

specialised and local knowledge when defining a specific transport problem and generating suitable solutions. In addition, engagement is particularly valuable in ensuring that the implemented strategy or scheme delivers popular and sustainable solutions that will improve local quality of life.



1.3. Purpose of the Handbook

The ATTAC mission is to plan and prepare future investments in urban PT. However, already at the early stage it is of crucial importance to involve all relevant policy sectors and stakeholders in a fully integrated approach as active stakeholder engagement will be a pre-requisite for success also at later stages of development and implementation. In order to achieve this integrated approach, each partner will set up a Mobility Forum. In order to ensure bottom up involvement and commitment, this Methodology for Stakeholder Engagement was designed and will be used by all partners. This methodology provides the partners with tools and instruments on how to involve stakeholders in the process in a tactical way respecting the different responsibilities of the players. Miskolc Holding will also function as a help desk for all partners on how to use this method in practice.

This handbook is intended to give support for local project managers for organization the stakeholder involvement process for the realisation of the ATTAC Mobility Forums (MFs). The descriptive parts of the handbook are for explanatory and support providing purposes; however the templates are required part of the project flow so that the results coming from the individual MF sites would be comparable.



1.4. Role of Mobility Forums (MFs)

The role of the Mobility Forums is essential in the project as these forums provide the background of the stakeholders for the creation and development of the SUTP and the deliverables, outcomes of the whole project on the basis of the ATTAC Mobility Toolbox.



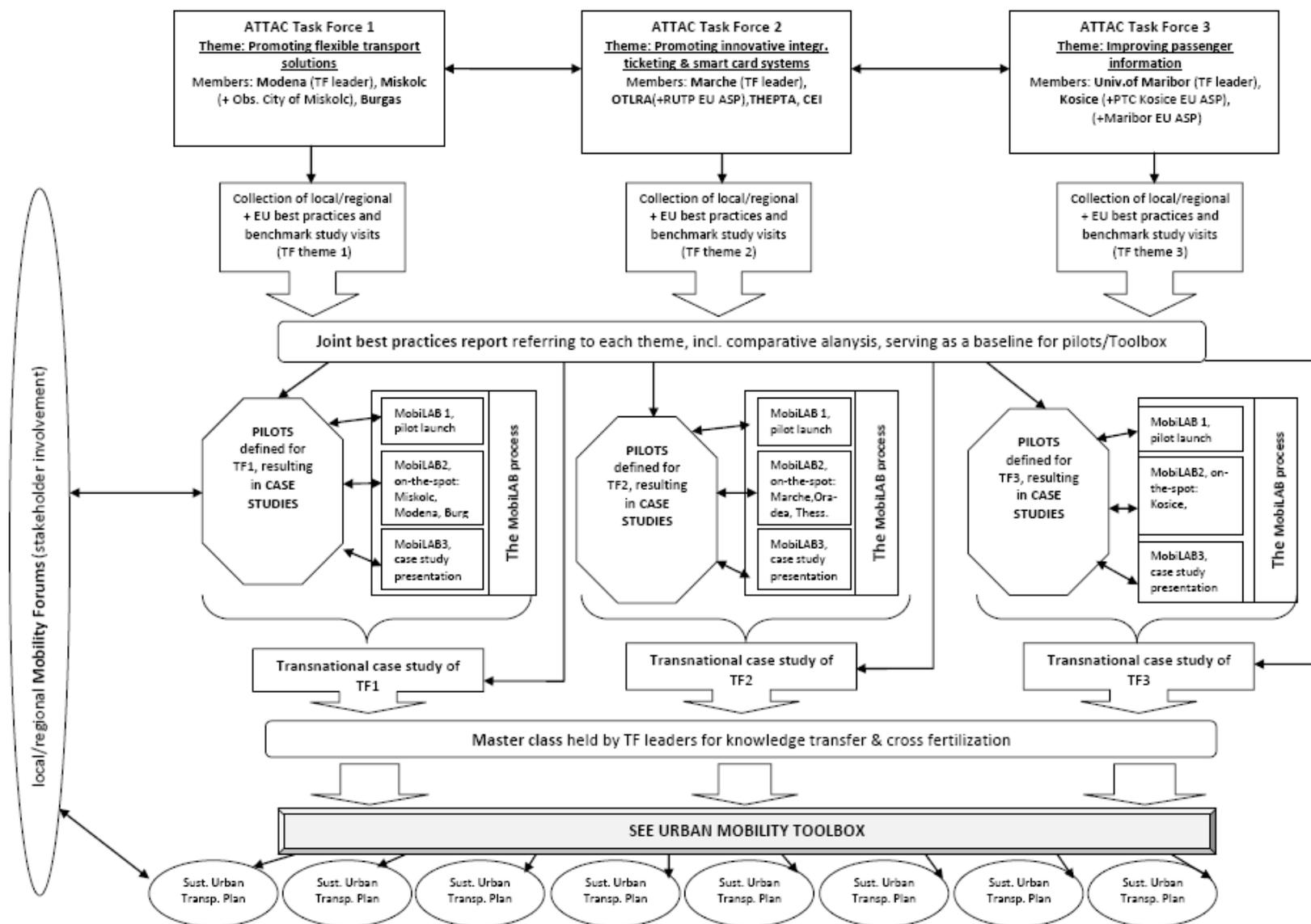
1.5. Link between WP3 and local stakeholder involvement

The main aim of WP3 is to develop a SEE Urban Mobility Toolbox (MT). Basically every project activity serves the purpose of designing and fine-tuning this document. The transnational MT is a collection of good strategies and tools for how to make cities/regions of SEE effective nodes of transnational accessibility, and for providing seamless travel for commuters and long distance travellers. The transnational case studies will directly feed into the mobility toolbox, with special attention to the transferability potential of each method and tool included. The local benefit for each ATTAC partner will be a Sustainable Urban Transport Plan (SUTP), which will derive from the MT, the outcomes of the MobiLAB process (WP4) and the methodology for stakeholder engagement. These plans (based on a common methodology) will be tailored to address local needs. They will provide guidelines for policy-making in the field of urban public transport and strengthen political commitment to sustaining pilot results, giving provisions for further financing of future investments. By

using the transnational case studies and the Mobility Toolbox as points of reference, partners will utilize and build in the findings of all 3 Task Forces (working on the 3 ATTAC fields) into their SUTPs. Although ATTAC focuses on the preparation of future investments, it wishes to involve all relevant policy sectors and stakeholders in a fully integrated approach as active stakeholder engagement will be a pre-requisite for success also at later stages of development and implementation. In order to achieve this integrated approach, each partner will set up a Mobility Forum, which will function based on a common framework methodology.

The link between MF and the other activities of the project and thus of WP is well described by the following flow-chart. Although stakeholder involvement is an important approach of the whole project, the highlight and ‘institution’ of stakeholder involvement is the Mobility Forum that as an essential part of the project makes stakeholder involvement an outstanding element of the project.

Please see ATTAC flow-chart as follows:



2. STAKEHOLDER ENGAGEMENT STRATEGY



2.1. Identification of the target group

2.1.1. Definition of stakeholders

Generally speaking, in the context of public participation, a *stakeholder can be defined as any person, or group, who has an interest in the project or could be potentially affected by its delivery or outputs.*

Stakeholders are actors with a specific interest - articulated or not - in the development of a (transport) policy or measure. They are those people who have a stake in the evaluation findings. This implies a broad range of public and private organisations (authorities, universities, chambers, associations, enterprises, etc.), individuals (experts, politicians), the media as well as citizens. Community leaders are all potential stakeholders in a program or project. Stakeholders can be organisations or individuals. These individuals may be involved in the project's implementation, may be in decision-making positions for future project funding, or may be potential recipients of project services.

2.1.2. Stakeholder groups in detail

Stakeholders can be categorised along different aspects. Often used terms are primary stakeholders or key stakeholders.

Primary stakeholders are for example organisations or individuals ultimately affected (positively or negatively) by a measure implementation, i.e. citizens, enterprises, schools, or for example people who live, work or spend time in or near to an area which may be affected. In other words, these are often people with high stake, but low influence.

Key stakeholders are organisations or individuals with a strong power position and major influence due to their political responsibility, financial resources, authority, skills and/or expertise (e.g. city administration, developers).

Hints for selecting stakeholder groups:

- ⊕ A sample representative from the wider public (whether or not they directly affected by the issue)
- ⊕ Those particular sections of the public directly affected by the issue
- ⊕ Statutory consultants
- ⊕ Relevant government organisations
- ⊕ Special interest groups, local or national NGOs, trade associations, & unions representatives
- ⊕ Individuals with particular expertise (technical or personal)

In addition to these categories, the role of existing *local champions* has to be considered in detail. Local champions are key individuals who may play a significant role in mobilising resources, creating alliances, etc. due to their personal skills and the recognition they receive among local actors. In practice, such persons can have an extraordinary influence on the process, both positively and negatively, so that their role requires an early strategic assessment.

Reason for why people could be considered affected by the project:

- **Proximity:** People who live, work or spend time in or near to an area which may be affected;
- **Economic:** People whose business, livelihood, property value or cost of living may be affected;
- **Use:** People who use or may use transport or other facilities which will be affected;
- **Social/environmental:** People who may be affected by secondary impacts;
- **Values:** People who have a moral, religious or political interest in the project or its effects;
- **Legal mandates:** People who are legally required to be involved in the process.

2.1.3. Stakeholder analysis

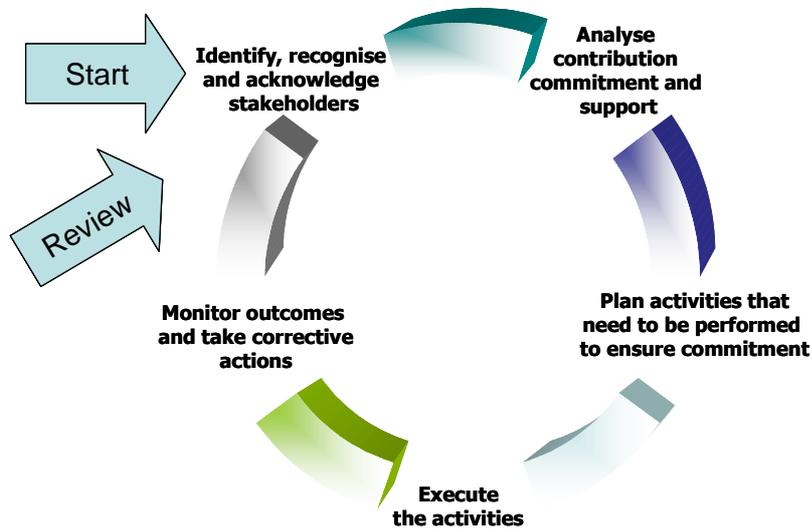
Stakeholder identification and management is a key skill for all project managers, program managers and executives (collectively called project manager for the purpose of this paper). Stakeholders are individuals who represent specific interest groups served by the outcomes and performance of a project or program. Project managers are accountable for the end-to-end management of their projects, including performance and expectation management of individuals who may be outside their direct control.

Project managers must give due consideration to the people issues surrounding projects and recognise that the appropriate involvement and management of stakeholders is almost always a critical success factor. Project managers should therefore have a formal stakeholder management process that is appropriate for the circumstances of the project.

The Stakeholder Management Cycle

Stakeholder management plans operate at many different levels across any organisation, from peak executive bodies to individual streams of projects. The stakeholder management cycle, which leads to the identification of stakeholders and the development of a stakeholder management plan, can be applied at each level in the same manner.

The stakeholder management cycle consists of the 5 steps shown in the following diagram.



The mapping of stakeholders can be easily carried out by creating an Influence-Interest-Matrix. In this diagram, the influence and the interest of a stakeholder is represented. A cluster analysis shows possible gaps in the stakeholder selection. Most important is to involve stakeholders who have a high influence and a high stake, while stakeholders with low influence and a low stake have lower priority.

Influence-Interest Matrix

	Low Influence	High Influence
Low Stake	least Priority Stakeholder Group	useful for decision and opinion formulation, brokering
High Stake	important stakeholder group perhaps in need of empowerment	most critical stakeholder group

Urban Governance Toolkit Series, Tools to support participatory Urban Decision Making Process, 2001 UN-HABITAT

The Stakeholder Analysis template includes the mapping of the stakeholders according to the Influence-Interest Matrix.

2.1.4. *Potential target groups of the ATTAC project*

The potential target groups could be: partners' organisations responsible for mobility policies, public transport organisations, public transport operators, transport workers group, transport authorities, bodies financing public and collective transport, transport associations/EU networks. Indirect target groups: users of the public/collective transport systems, public transport users' organisations, concerned business sector, local/regional/national/EU politicians and administrations (local and EU Commission civil servants, Members of European Parliaments and Local Parliaments, other local/EU institutions officials), other cities/regions of SEE located on SEE transports corridors. ATTAC's mission is to prepare future investments. It is important to involve all relevant policy sectors and stakeholders, thus an active stakeholder engagement will be provided. In order to achieve this integrated approach, each partner will set up a Mobility Forum, meeting half a year prior to each working group meeting.



2.2. **Methodology for Stakeholder Engagement**

Working with stakeholders can nowadays be considered common practice – yet often only particular stakeholders are involved. In many cases, only mobility transport planners and sometimes organisation representatives have a say, while other stakeholders are ignored. However, it is *important to involve all different types of stakeholders throughout the whole process*, addressing their specific requirements.

A dedicated strategy is needed, drawing on different formats and techniques when dealing with authorities, private businesses, civil society organisations, citizens or all of them together.

This requires a well-structured involvement of all stakeholders throughout all stages of the process. A planning culture needs to be created, based on regular communication, mutual consultation and cooperative decision-making.

It is crucial to avoid participation gaps. A participation gap exists if certain groups are underrepresented while others are overrepresented in a process. This may lead to the effect that their requirements and ideas are also weighted higher than others, inconsiderate of their actual role in society. In general, educated middle-class men tend to be overrepresented in participative processes. Moderators of participative processes therefore need to achieve balance in terms of quantity (i.e. a certain group is represented in a way that reflects its actual share in society) and quality (i.e. to avoid that certain stakeholders predominate others in meetings and events).

In detail the following aspects should be considered:

- Choose a mix of **appropriate tools and techniques** to communicate your approach to different stakeholder groups at each step in the process, bearing in mind a more pro-

active exchange of information and views, leading to better outcomes and minimising delays.

- Consider working together with key stakeholders in a permanent ‘*steering group*’, giving them a thorough understanding of the process from the outset, on which to base their advice and cooperate on the ‘best’ decisions. Establish a (technical) ‘*sounding board*’ for important intermediary stakeholders (transport operators, interest representatives, private developers or external specialists/ administrations) and regularly conduct (in)formal meetings or briefings to inform stakeholders or ask feedback to set the framework key decisions.
- However, a more holistic approach to using a ‘sounding board’ can also be valuable in case of engaging smaller primary stakeholder groups, e.g. by focus group techniques, citizen juries or workshop sessions.
- Incorporate a feedback loop into the engagement activities and identify how and when you will keep **stakeholders informed of key project stages, activities and milestones**. By doing so, stakeholders can see how their views, opinions and issues are carried forward into the process.
- Specify how evaluation of the involvement strategy will be undertaken during and after the engagement process. Evaluation should consider both the process (i.e. use of techniques) and the outcomes (i.e. information gained from the process).
- The team responsible for the process should coordinate all stakeholder involvement activities. Nevertheless, specialists with particular skills in communication and outreach activities may be subcontracted for general planning, implementation and evaluation tasks, as well as for particular involvement procedures, e.g. when it needs to tackle communication barriers.
- Reserve an appropriate budget for all involvement activities during the process.

However, stakeholder involvement also needs to be reactive to respond to the ever changing external environment. The following should be taken into account to avoid or overcome potential problems:

- A commitment should be given to provide **consistent and transparent information** to all stakeholders throughout the lifetime of the process. One of the biggest problems come up when, after bringing together various stakeholders through the engagement process, there is no follow-up and the flow of information and sense of involvement ceases.
- Stakeholders are vital sources of information and should always be encouraged to participate in a process, even where they are fundamentally opposed to it. Furthermore, any project can be improved through a **process of critical analysis**. Processes that fail to respond to criticism can become really unpopular, creating major opposition.

- Breakdown in communication between the team responsible for the process and the decision-makers is a frequent cause of problems. It can lead to a lack of political support for the process, or unwillingness to face up to the opposition. Even where decision-makers are represented on the project management team, do not assume that the process has the full support of the decision-making body as a whole. These people should **regularly be engaged** as the process progresses to ensure continued support.
- The agendas of the stakeholders will not always be the same as those of the process management team. Understanding what motivates the stakeholders is a **major step towards overcoming external barriers. Bringing** the groups together, using various engagement tools like visioning exercises, will help to illustrate opposing views and can engender greater understanding between stakeholders of their respective points of view.

Levels of involvement

Stakeholder and Citizen Involvement have become rather fashionable in transport planning these days. Most mobility related projects integrate participative elements in their set-up. Taking a deeper look, it becomes clear, however, that there are very different levels of engagement. A public meeting simply informing citizens about policy measures cannot be put on the same level with complex participative decision making processes. In order to describe this, Arnstein (1969) has developed the so called “ladder of citizen participation”.

This model has been taken up by various authors, e.g. Edelenbos and Monnikhof (2001, according to MESsAGE State of the Art, 2007) who defined five sublevels of participation:

- **Informing:** Citizens and stakeholders are only informed about (planned) activities by politicians and decision makers, but cannot influence the planning process;
- **Consultation:** Decision makers seek discussion with citizens, the results however don't consist of any commitment from the official side;
- **Advise:** Citizens may develop solutions and report problems to decision makers. Their input will be considered by the decision makers, they, however, still have the final decision;
- **Co-produce:** Decision makers and citizens jointly agree on issues to be solved and adequate solutions. The decision makers commit themselves to these solutions;
- **Co-decide:** Decision making bodies leave the policy planning to the citizens and only keep an advisory role. The results, however, need to be in-line with certain preconditions (policy framework).



2.3. Selected tools

2.3.1. Questionnaire surveys

A questionnaire survey typically consists of a set of questions which a sample of the population is asked to respond to. The type of survey will depend on what information and data are required for the project. ‘Open surveys’ consist of questions which do not have a set of predetermined answers, providing more detailed, varied and often unexpected responses.

This method is useful when detailed information on people's opinions is required. 'Closed surveys' consist of multiple choice questions, where the responses are already predetermined by the survey designer. This method is more restrictive, however, it is easier to conduct statistical analysis on the data from these kinds of surveys.

The questionnaire surveys could be used between the mobility forums as informative sources and as background from the stakeholders about the project

2.3.2. Public meetings – Mobility Forums

A public meeting is one of the most common forms of public engagement. At a meeting, there is an opportunity to both inform participants and to receive input from the community.

For organisation of the Mobility Forums please see chapter 2.4.

2.3.3. Site visits

Particularly in bigger cities, stakeholders are not very familiar with the local situation in detail. Beyond this, it is difficult for them to put themselves in the place of the current situation and the problem to be solved.

In concrete terms, this means that a small group of stakeholders with the members of the ATTAC partnership meets in a concrete area, exploring issues or black spots together. These site visits may be limited to only one transport mode (public transport, walking or cycling).

2.4. Organisation of the Mobility Forum Meetings

2.4.1. Methodology background



The methodology for the realisation of the meetings can be of two different ways. On the one hand, the classical methodology follows the round table approach. The other approach is more flexible, giving more possibilities for involvement but resulting from this, needs more preparation from the side of the organisers for a successful process.

Local project managers are free to choose from the methodologies, however, the result has to be the same in either case, the participants of the MF have to give input to the issues brought up and usable information is needed for the report. The methods can also be used interchangeably during the MF process if at certain point more open or more closed framework is required.

The *classical method* is that of the *round table* where there is *a chairperson and there are two or three key spokespersons*. Presentations are held on the topic to be discussed and then the chairperson directs the flow of the discussion with targeted questions. This method is *well-controllable* and does not require excessive preparation measures. However, it might be difficult for all stakeholders present to be involved in the discussion and present their views.

The *open space* method is designed to give the floor for *creativity and innovative solutions*. In this method, participants' own questions and interests drive the meeting. Open Space is appropriate in situations where a major issue must be resolved, characterized by *high levels of complexity, high levels of diversity* (in terms of the people involved), the presence of potential or actual conflict, and with a decision time of yesterday. Open Space runs on two fundamentals: passion and responsibility. Passion engages the people in the room. Responsibility ensures things get done. A focusing theme or question provides the framework for the event. The art of the question lies in saying just enough to evoke attention, while leaving sufficient open space for the imagination to go free.

The advantage of the method is that it *provides the framework for any participant for active involvement throughout the process*. On the other hand as this process is *less controllable* than the classical method, its success largely depends on the expertise, character and openness of the participants which requires a great deal of preparation on the side of the organisers. We

*Classical method:
roundtable approach*

*Open space method:
passion and
responsibility*

Key principles of effective engagement include:

- ✦ Providing meaningful information in a format and language that is readily understandable and tailored to the needs of the target stakeholder group(s)
- ✦ Providing information in advance of consultation activities and decision-making
- ✦ Disseminating information in ways and locations that make it easy for stakeholders to access it
- ✦ Respect for local traditions, languages, timeframes, and decision-making processes
- ✦ Two-way dialogue that gives both sides the opportunity to exchange views and information, to listen, and to have their issues heard and addressed
- ✦ Inclusiveness in representation of views, including women, vulnerable and/or minority groups
- ✦ Processes free of intimidation or coercion
- ✦ Clear mechanisms for responding to people's concerns, suggestions, and grievances
- ✦ Incorporating feedback into project or program design, and reporting back to stakeholders

suggest a semi-open space method which uses the openness approach but employs a bit more controlled working environment. This means that *participants get the main topic of the day and a few questions to give food for thought* and then work starts in at least two *smaller groups* that discuss different elements. The rule is that *members of the groups can move freely*. Both groups have a group leader who is rather a rapporteur / facilitator than a chairperson and steps into the process only if it starts to become uncontrollable. *Participants have the responsibility that as soon as they sat down in one group they cannot leave until they have contributed to the topic*. The group leader writes down everything either on *flipchart or the interactive whiteboard*, thus everyone can follow the process. Coffee-breaks are non-existent as the process is not stopped by artificial timing, *everyone is free to go to the coffee-corner and help themselves* or go out of the room if necessary. Lunch is also solved as flexibly as possible: the best solution is a buffet lunch in a nearby room served for 2 hours, so that everyone can go when it is the most comfortable for them. *The only set time is the finishing of the discussion* when the small groups get together and the rapporteurs report on the results achieved. The *plenary session* then *decides on the final output* and the meeting is closed by sending everyone the memo of the results of the meeting created together on the spot.



2.4.2. From preparation to evaluation

2.4.2.1. Preparation

Preparation phase is the key to success. Whichever methodology may the local project manager choose to use, the key to successful realisation is a carefully done preparation process. We will look at two different aspects, that of the technical and of the professional issues.

2.4.2.1.1. Technical issues

Technical issues mainly involve tasks in relation to the venue of the MF and to catering.

Venue:

Building and environment

Mobility Forum room

Catering

As for technical equipment:

Questions that may help:

- + Who is directly responsible for the decisions on the issues?
- + Who is influential in the area, community and/or organisation?
- + Who will be affected by any decisions on the issue (individuals and organisations)?
- + Who runs organisations with relevant interests?
- + Who is influential on this issue?
- + Who can obstruct a decision if not involved?
- + Who has been involved in this issue in the past?
- + Who has not been involved, but should have been?

The *minimal set* is a *laptop and a beamer with a reflective projection screen*, complemented with enough *distributing boxes* that are necessary for their effective operation. The use of a *flipchart board* is also advisable with at least one package of *flipchart paper*, different *coloured markers* and *blue-tack or masking tape*. (The latter is easier to use on white surfaces.)

If the aim is to be inclusive and open to whoever wants to be involved, the best approach is often to identify an initial list of people and then ask them who else **they** think should be involved.

2.4.2.1.2. Professional issues

Stakeholders

The first and most important part is the selection of the key actors of the stakeholders by person. This means that although the invitation letters are sent to organisations where it is the right of the leader to decide whom to send, from the aspect of the effective MF, the local project manager needs to know who are those persons whose expertise, network of relations and personality are required for the MF. As it is always a delicate issue to interfere into the business of another organisation, it has to be considered if the relationship of the local project manager or his/her organisation is strong enough to ask for specific people from the given organisation. This is especially true about dealing with the media.

Although it cannot be stated that the same people have to take part in all of the MFs, it would be very useful if, as much as possible, the same group would go through the process of creating and evaluating the SUTP that has started it. This is also an issue that requires some skills of diplomacy as there are people who are motivated by the possibility of being part of a process but there might be some, who would be intimidated from the number of meeting. It is advisable to play openly and tell them to try to remain in the process as much as possible while giving them the freedom to step out if necessary. This will also require the judgement of the local project manager on the basis of his/her knowledge of the given person.



2.4.2.2. Evaluation



Evaluation is part of the organisation process and is rather a series of activities than a one-time event. Suitable evaluation is just as important for the local project manager as it is from the aspect of the whole project.



There are at least three types of evaluations, each one focuses on one of the building blocks. The first type is a *needs assessment* which is based on a situation analysis at the beginning of the project. A needs assessment asks, “What is the extent of the problem? What are the characteristics, needs and priorities of stakeholders? What are the potential barriers or opportunities that might affect the success of the initiative?”

The second type of evaluation, *process evaluation* looks at how the engagement activities are implemented. Are the processes effective? Are participants satisfied? This data may be collected during the project at key milestones or at the end. Correcting process activities mid-stream is especially important when the issues are complex and there are many diverse participants. Gathering and sharing feedback from participants about their experience also helps to build trust and the ability of members of the group to work together to develop solutions.

The third type of evaluation looks at *outcomes and impacts*. Outcomes can be defined for individual participants and for the group. Were project goals met? What worked? What didn't? What were the unintended outcomes? What impact has the project had on participants and the broader community?

2.4.2.2.1. Method of evaluation

For the sake of effectiveness and simplicity although the first and a version of the last of above mentioned methods of evaluations are suggested to be used regarding the MFs, the simplest versions are proposed.

Needs assessment and collecting of expectations is typically a starting evaluation method, meaning that it will be used at the beginning of the given MF to clarify needs and expectations. For Template, see Resources. The main idea is to bring motives and expectations to light but also to gather a first impression on the problem to be discussed. This is also the point when the objectives for the given MF are determined together by the members of the MF. It should not take more than 20 minutes at the beginning of each session but has a very important role in setting the tone of the meeting. Results are immediately presented on the flipchart / whiteboard.

A final evaluation is to be done at the end of each MF. For Templates, see Resources.

A final evaluation will need to assess the following key criterion:

- a) Whether the MF met its own aims (i.e. desired outcomes) and originally agreed purpose
- b) Whether the MF met the explicit and implicit demands of the participants
- c) Whether the MF met the standards of “good practice” in participatory working

2.4.2.2.2. Handling the results

The *results of the evaluations of the individual MFs have to be processed before the next MF* and discussed within the local project management group. If modifications are needed, a

preliminary discussion is required with the chairperson and the creator of the SUTP. Besides that, the results should be briefly presented as a summary by the chairperson at the beginning of the next MF. Thus *feedback is presented to the participants of the MF* and they can reflect on these results or may suggest modifications in the process or in the contents that is discussed on-site and the modifications are accepted or discarded by the MF together.



2.4.2.3. Reporting



The reports created as a result of each MF are fundamental from the professional process of the project. A unified format is required to be used so that comparisons can be made between the different MFs. For template see Resources.

Reports are to be sent as soon as they are ready and a week before the next MF as a polite reminder in the form of a memo which could be the report again or a shortened version of it to all MF participants. The reports should also be sent to the Lead Partner as soon as they are ready along with the results of the evaluation.



2.5. Expected Outcomes



2.5.1. Reports of MFs

MF Report will be an essential part of the project results and they will show the process of the formulation of the SUTP. For details see 2.3.2.4. Reporting.

2.5.2. *SUTP in line with strategic documents at local, regional, national and European levels*



For ensuring this point, it is required for the local project manager to make a research on the local strategic planning documents, especially any that has a link to transportation or to public transport. These documents along with state, regional and local level legislation regarding public transport will be vital for the creator of the SUTP and also for the participants of the MF so that the formulation of the SUTP would go in line with actually valid and also planned legislation. A summary of the legal background would be very handy to present for participants of the MF, if possible. For Template, see Resources.



2.6. Risk Assessment and Mitigation Techniques - How to Handle Specific issues during the process

Stakeholder engagement could be viewed as a form of risk management. However there are certain barriers that have to be taken account in this project element as well. The term 'barrier' is used to describe anything which restricts or causes the delay or cancellation of a project. Barriers can occur at any stage in the process. Some potential barriers can be avoided or accommodated through appropriate planning in the early stages; others will require

intervention of some kind to enable the process to proceed to the next stage. The type of intervention will depend on the local context, the nature of the process and on the type and severity of the barrier encountered. The ‘typical’ barriers facing transport initiatives in Europe can be grouped into two broad categories:

- ✦ **Contextual**, which usually determine the ‘initial conditions’, and so set limits or constraints on what can be achieved (e.g. regulatory requirements or budget limitations); and
- ✦ **Process**, which arise in the course of the project and can be overcome by using appropriate project management or engagement tools.

A means of overcoming these barriers lies in thoughtful preparation of the process, knowing the working environment and the people participating and *communication* as an overall solution. Problems have to be expressed as soon as they occur and professional help is needed to be sought if necessary to solve the problem. The basis of all solutions is communication at the earliest possible stage and with the relevant decision makers and experts.

A **well prepared review process** can also be an effective form of risk management. This is because it helps to map out the different views held by different stakeholders at the start of a process, and provides recognition (and awareness) of the potential challenges that the engagement process may face

The costs of not accounting for the risk, and being faced with things going wrong, as often happens when there is insufficient time for proper reviews as the process unfolds, are invariably far higher than the cost of ongoing review.

Checklist for avoiding communication barriers

- ✦ Do you know what the level of opposition is for your project? Do you know all of the reasons for opposition?
- ✦ Have you remembered to plan your communication with stakeholders such as politicians and interest groups, not just residents or users?
- ✦ Have you decided how you will encourage people to get involved or take an interest in the project?
- ✦ Have you decided how you will communicate technical information effectively to different groups?
- ✦ Is it clear how the outputs of engagement will influence the decisions which are made?
- ✦ Have you planned how you will manage people's expectations of the engagement process and of the project itself?
- ✦ Have you developed a media strategy? Have you got media skills in-house? Have you planned its timing and cost?
- ✦ Is there a single person responsible for contact with the media, to avoid contradictory statements? Have you established contact with the local media to make sure they know who to contact for accurate and up to-date information on the project?

A few tips for risk mitigation:

Presentation TO DOs:

Use familiar units of measure and transform scientific notation

- ✦ Use simple and focused graphical materials to reinforce your key message
- ✦ Use analogies and stories to illustrate technical information
- ✦ If asked a technical question in a public venue, rephrase it in simple terms and provide some context. After providing a brief answer, direct people to specific professional documents that provide more details. Pointing interested stakeholders in the direction of credible sources of information can be effective.

Get the most out of public meetings

- ✦ Be prepared of the project to prevent surprises in front of the public
- ✦ Anticipate questions and plan your responses ahead of time
- ✦ Communicate key messages and provide context in brief presentations
- ✦ When someone else is speaking, listen, and pay attention to response in the rest of the audience. Their postures, comments, and questions can provide clues on how to communicate with them
- ✦ Ask clarifying questions to make sure that you understand a question or that you provided the answer
- ✦ Don't be afraid to say, "I don't know," but offer to find the answer and follow through
- ✦ Encourage those interested in numbers or specifications to talk with you after the meeting
- ✦ Establish a clear method of future contact, relax, and be available at the end of a meeting

Anticipate and cope with controversy

- ✦ Initiate personal contact before and after meetings
- ✦ Show willingness to listen to concerns and grievances
- ✦ Acknowledge the frustration of people who express high levels of concern, and be sure to remain respectful at all times
- ✦ Do not respond to verbal attacks with emotional retorts; remain calm
- ✦ Refute misinformation succinctly, without becoming confrontational
- ✦ Choose spokespersons carefully
- ✦ Delegate meeting leadership to an acknowledged community leader

Interact beyond public venues

- ✦ Attend other community meetings where you can converse and answer questions one-on-one
- ✦ Meet with the editorial boards of local newspapers, including critical ones
- ✦ Call local officials; let them know who you are and that you are available if they have questions about the project
- ✦ Seek out respected individuals or groups in the community who are interested in the process
- ✦ Provide contact information and encourage the public to follow up with you
- ✦ Set up an e-mail list to consistently communicate to many stakeholders simultaneously

3. RESOURCES

3.1. Templates

These templates mainly serve as a support for local organisers, and they should be used before and after every Mobility Forum.

The following templates can be found in this section:

- ✦ Template 1. – Invitation letter for MF
- ✦ Template 2. – Legal background of SUTP for MF
- ✦ Template 3. – Final Evaluation Template
- ✦ Template 4. – Report Template
- ✦ Template 5. – Report to Website Template
- ✦ Template 6. – Checklist
- ✦ Poster sample

3.1.1. *Template 1. – Invitation letter for MF*

*Invitation letter for the
1st Mobility Forum of the ATTAC project*

Attractive Urban Public Transport for Accessible Cities

Date:

Venue:

The **ATTAC Partnership** set the specific objective to *introduce attractive & sustainable public transport solutions/services in their regions* which will *significantly contribute to raising the use of public transport*. Project partners will work in 3 interlinked thematic fields to generate concrete results & prepare investments: Task Forces investigate innovative tools in the field of 1) flexible PT solutions, 2) integrated ticketing/smart card systems, 3) intelligent passenger information.

It is of crucial importance to involve all relevant policy sectors and stakeholders in a fully integrated approach as active stakeholder engagement will be a pre-requisite for success also at later stages of development and implementation. In order to achieve this integrated approach, each partner will set up a Mobility Forum.

We would kindly like to invite you to the Mobility Forum of (**Project Partner**), as your **company / organisation** is of high importance to the implementation of the Mobility Forum and of the sustainable transport activities.

Please find the program of the Mobility Forum and the registration sheet on the next pages.

Place, date

signature

Name

organization

3.1.3. *Template 3. – Final Evaluation Template*

Final Evaluation for MF

Please evaluate the followings on a 1 to 5 scale where 1 is the weakest/worst and 5 is the strongest/best:

	1	2	3	4	5
the level of participation (e.g. consultation or partnership) was appropriate to the context and type of participants					
the methods and techniques were appropriate and worked as expected					
the level and range of responses from participants legitimised the method used					
the organisation of the venue helped the process					
catering was suitable and organised to help the process					
what was produced and organised (i.e. outputs) helped towards achieving the desired outcomes					
the ways in which the responses from the process (such as recommendations) were effectively dealt with.					

Remarks:

3.1.4. *Template 4. – Report Template*

Report about the Mobility Forum of the ATTAC project

1. Forum Attendees

Name	Position	Organisation	Contact
1			
2			
3			
4			
5			
6			
7			
8			
9			
...			

2. Forum Venue

Exact location, description:

Remarks of the local project manager:

Remarks of the chairperson and/or of participants:

3. Forum Programme

Planned program:

Any divergence from the planned program and its reason:

4. Contents of the Forum

Pre-defined objectives

Needs assessment and expectations short summary:

Determined objectives:

Main issues dealt with (besides objectives, if any):

5. Outcomes of the Forum

Professional conclusions – summary of workgroup activities:

Summary of the final evaluation:

Proposed changes for the next MF, if any:

Next steps to be taken

6. Contact data (report creator)

Name:

Organisation:

Address:

Phone:

Mobile:

E-mail:

7. Attendance register, photos

3.1.5. *Template 5. – Report to Website Template*

*Report to Website
about the Mobility Forum of the ATTAC project*

1. Forum Attendees

Organization	Name

2. Forum Venue

Site:

Date:

3. Forum Programme

max. 500 character

4. Contents of the Forum

max. 500 character

5. Outcomes of the Forum

max. 500 character

3.1.6. *Template 6. – Checklist*

*Checklist
for the Mobility Forum of the ATTAC project*

Preparation phase

1. Venue

Task	responsible	deadline	status
Find a suitable place with one large room and a close smaller one for press conference and catering, room should be lit by natural light.			
Make sure of parking possibilities and accessibility for people living with disabilities			
Check on possible place for coffee-break-corner in the large room			

2. Catering

Task	responsible	deadline	status
Organize (find company who provides catering, contract them, negotiate details with them): flexible lunch solutions either seated or as a buffet reception. If there is a press conference order a reception for the press separately.			
Make sure that tea will also be served with lemon and cream also at the coffee-break-corner, along with salty and sweet biscuits			
Make sure to have enough mineral water ordered, both still and sparkling in 2:1 ratio.			

3. Technical equipment

Task	responsible	deadline	status
Laptop and enough distributing boxes			
Beamer with reflective projection screen			
Flipchart board, 1-2 packages of flipchart paper, different colour markers, masking tape (or blue-tack), paper and pens for taking notes for participants			
Extra: (optional but if available, highly useful) interactive whiteboard			
Audio system (microphones and recorder) – optional, to be determined if the room requires it or not			
Digital camera + someone who is responsible for taking pictures			
Ordering a banner stand presenting the name and logo of the project along with the other obligatory graphical elements			

4. Communication with Stakeholders

Task	responsible	deadline	status
Selecting stakeholder organisations and persons			
Sending the invitation letter			
Call key stakeholders and chairperson to ensure their presence			
Call all registered participants and those who did not register but is needed to be present 2 days before the event as a background check			
Prepare and send to chairperson and stakeholders: - planned program preliminary contents			
Uploading the invitation letter to the organisation's website and sending it to the Lead Partner for uploading to the ATTAC website			

5. Human resources

Task	responsible	deadline	status
Carefully select the chairperson and one backup			
Select 2-3 key experts			
Choose 1-2 project administrator(s) for on-site tasks (registration, hostess, helping to the local project manager in organisational tasks)			
Choose a technician			
Choose someone responsible for catering			

6. Materials to be handed out

Task	responsible	deadline	status
prepare and print short project description			
prepare an registration sheet that will be signed by participants			
prepare media statement			
prepare presentation on the project / on the present status of SUTP			
put the presentations / materials of the MF on the laptop/USB drive to be used for the event			

Realisation phase

1. Venue

Task	responsible	deadline	status
Prepare the meeting room, arrange tables, make sure there are enough chairs			
Check on the placement of the coffee-break-corner in the large room			

2. Catering

Task	responsible	deadline	status
Check on the separate room for catering, if there is a press conference check on the reception for the press			
Make a last minute check on catering and with the catering company			
Hand over catering issues to the person responsible for it			

3. Technical equipment

Task	responsible	deadline	status
Make sure all equipment is placed well and are ready to use			
Make sure that banner stand is well visible			

4. Communication with Stakeholders

Task	responsible	deadline	status
Have host or hostess(es) welcoming the participants			
Registration table is ready and the person responsible knows his/her task			
Make sure that there is a glass bowl at the registration table for business cards			

3.1.1. Poster sample

See file attached.



ATTAC Mobility Forum
Attractive Urban Public Transport for Accessible Cities

• • •

The ATTAC consortium set the specific objective to introduce attractive and sustainable public transport solutions/services in their regions which will significantly contribute to raising the use of public transport. Project partners will work in 3 interlinked thematic fields to generate concrete results and prepare investments.

• • •



3.2. Links to useful online resources



- ✦ AccountAbility. AA1000SES, Stakeholder Engagement Standard:
www.accountability21.net
- ✦ AENEAS project: http://www.aeneas-project.eu/docs/AENEAS_StakeholderInvolvementHandbook.pdf
- ✦ ESMAP, the World Bank and ICMM. Community Development Toolkit.
www.esmap.org, www.worldbank.org, www.icmm.com
- ✦ Guidemaps Handbook: http://www.civitas-initiative.org/docs1/GUIDEMAPSHandbook_web.pdf
- ✦ International Association for Public Participation. www.iap2.org
- ✦ New Economics Foundation. Participation Works! 21 Techniques of Community Participation for the 21st Century. www.neweconomics.org
- ✦ Open Space Technology: http://en.wikipedia.org/wiki/Open_Space_Technology
- ✦ Overseas Development Institute:
<http://www.odi.org.uk/resources/details.asp?id=1436&title=stakeholder-engagement-good-practice-handbook-business-emerging-markets>
- ✦ Renewable Energies in Transport – Guidelines:
<http://www.co2neutralp.eu/index.phtml?ID1=1715&id=2920&sprachen1=en>
- ✦ Stakeholder Management Approach and Plan:
<http://www.google.hu/url?sa=t&source=web&cd=11&ved=0CGQQFjAK&url=http%3A%2F%2Fwww.archi.net.au%2Fdocuments%2Fresources%2Fmodels%2Fkm%2Fstakeholder-management.doc&rct=j&q=stakeholder%20management%20plan&ei=oXq9Te3XMo vQsgaa5NSIBg&usg=AFQjCNFCXN37Bltx97wrwloaIDw35-sXJg>