

Tool for resilience planning: Stakeholder consultation

This tool helps local governments (LG) identify and work effectively with stakeholders to define and implement the climate action plan process. It guides the LG through the participatory process of forming a stakeholder group and developing terms of reference for stakeholder consultation.

Consultation in the City Climate Action Plan development process should be a two-way process of dialogue and deliberation between government teams leading the planning process (e.g. Climate Core Team) and different stakeholders including government agencies, local NGOs, community groups, university partners and private sector organizations. Stakeholder consultation, through workshops and other tools, should be a participatory process that can effectively engage different groups, especially in situations where there is controversy or complexity and a need to build consensus around possible solutions.

The local government needs to determine what form(s) of stakeholder consultations it will conduct. Most likely the City will already have a consultation system which it uses. It may even have existing stakeholder meetings which can be used for the City Climate Action Plan development & implementation.

There are two steps involved in setting up the City's Stakeholder and Consultation system:

- Forming a Stakeholder Group
- Developing Terms of Reference for Stakeholder Consultation

SECTION A: FORMING A STAKEHOLDER COMMITTEE

The Core Team may choose to involve other key individuals (from within or outside the local Government) as it may consider necessary to complete this task

Similar to the Climate Core Team, stakeholders should be invited to cover the range of sectors and issues which need to be considered when developing a comprehensive City Climate Action Plan - **energy use, pollution, waste, food security, water security, public health, local economic development, infrastructure, transportation, and development planning.**

Using this list of potential sectors, along with your understanding of the major groups and influential actors in your city, you can start identifying potential stakeholders to be invited to participate. You can also ask:

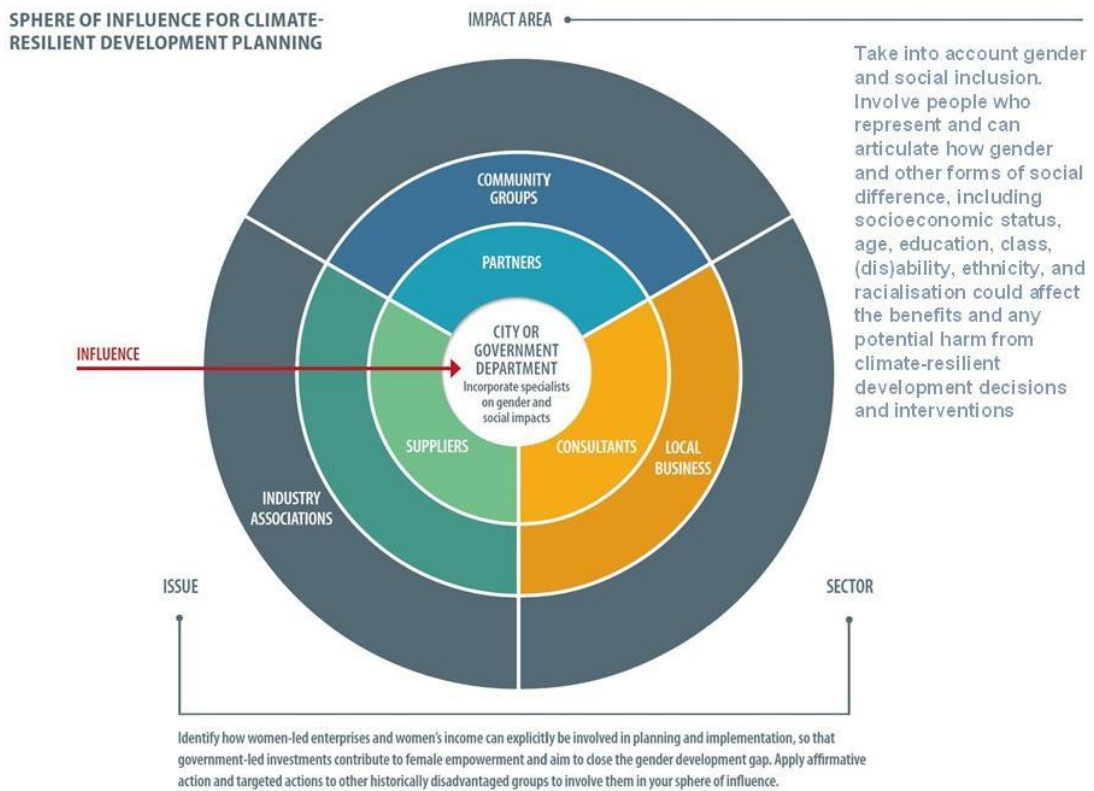
1. Which groups may be able to provide information that would contribute to the development of the City Climate Action Planning Process? (e.g. para-statal departments for ground water, transport, fuel supply agencies, meteorological department, etc.)
2. Which groups would be involved in the implementation of the City Climate Action Plan? (e.g. Local builders associations, Resident Welfare Associations, para-statal departments, etc.)
3. Which groups would be able to support the implementation of the City Climate Action Plan? (e.g. Local builders associations, Resident Welfare Associations, Para-statal entities, Provincial government representatives, financial institutions, etc.)
4. Which groups are most likely to be affected by the implementation of the proposed City Climate Action Plan? (e.g. informal sector workers, low income group dwellers along surface water channels, residents of the City, intermediate public transport service providers, etc.)

5. IS it viable for each major stakeholder group/ interest group to send both a female and a male representative, with a specific Terms of Reference to highlight issues from a gendered perspective?

Stakeholders may be individuals and organizations, levels of government, NGOs, research institutions, private sector, community leaders etc. It should be noted that – because of socially- and culturally-differentiated divisions of labour and differentiated benefits from economic activities, according to gender, women and men may have very different views on the positive and negative impacts of development programmes. (Take for instance public transport: women and men may have significantly different views on how accessible and usable different prospective transport options may be, even if they come from the same socioeconomic group and their views on ‘affordability’ are the same; because they may experience personal security and psychological comfort/duress differently depending on their gender; and so discussing the feasibility of alternative options would benefit from having separate gender-specific views.)

Sphere of Influence

The following diagram may also help you to identify all important groups.



The circle at the centre of the diagram is what you consider to be yourself. You can set that as your entire local government, or you could term that as a subset, for instance a project team or taskforce that you sit on. The centre is generally what you have the most control, responsibility, and authority over. The next layer out would be people or organisations that you have a close relationship/partnership with and common goals or a shared purpose with, but over which you do not have direct control. The next layer includes those who have some effect on the work you do, perhaps indirect relationships or ad hoc relationships, but where you have

even less control. The outer layer is the general macro environment in which you live, but over which you have minimal control.

	Government (local, national)	Local NGOs	Research Institutions	Community Representatives	Private Sector
Potentially provide information contributing to the development of the Climate Resilient Cities Action Plan (CRCAP) (Please highlight where there is gender-disaggregated data already or the potential to initiate gender-disaggregated data collection as a key step to understanding how gender groups are differently impacted by climate change and resilience interventions. Please also highlight where additional budget and support mechanisms will be required to enable the fair, equal contribution of a group of stakeholders and in order to overcome any disadvantages they may have; examples: designated rapporteurs to transcribe inputs for stakeholders who are not literate; simultaneous interpretation for people who wish to contribute in a vernacular language/dialect which is not the language of the meeting(s); childcare facilities to enable parents to attend meetings; meeting places and times that account for disabled access and times of day which conflict least with people's economic and domestic duties; separate break-out meetings where relevant/required for discrete groups such as women to air their needs and concerns more openly, if the full plenary format gives them less opportunity to do so – and a robust channel for reporting back and integrating such concerns.)					

<p>Potentially be involved in the implementation of the CRCAP (Please highlight where dedicated women's groups or women's departments exist in the stakeholder institutions which could be invited to explicitly contribute women's perspectives to the policy/programme formulation process. Please highlight where additional, targeted budget and support mechanisms will be required to ensure that disadvantaged stakeholder groups can participate fully in the CRCAP interventions and benefit adequately from them: for instance, this may include identifying and funding design features of infrastructure, information programmes, economic activities so as to explicitly include and empower women and other disadvantaged groups so that any 'development gap' is not further exacerbated.)</p>					
<p>Whose support will be essential to implement the CRCAP (Please consider that stakeholder groups or interest groups defined by geography or economic sector or socioeconomic class alone may not account for the need to explicitly identify and reach out to female/male groups within those, or people of different age and ability/disability.)</p>					
<p>Most affected by proposed CRCAP actions developed (See qualifying comment in the line above, which also applies here)</p>					

Once the Stakeholder Committee is identified and finalised, the committee needs to be officially nominated or notified by either the administrative head of the LG or the political head of the LG.

SECTION B: DEVELOPING A TERMS OF REFERENCE FOR STAKEHOLDER CONSULTATION

Developing a Terms of Reference for the stakeholder consultations will help streamline the process and develop greater clarity on *why, for what, how* and *when* such consultations should be organized. Provided below are indicative headings with supporting questions and examples that you could use to develop a Terms of Reference for the Stakeholder Consultations that your local government will organize.

Vision

What will be the guiding vision for the consultations? This may be generated by the Climate Core Team and adopted or amended at the first stakeholder meeting.

Composition

Who should attend each meeting? Fixed membership or varying according to the topics and tasks? Who should attend from the community? Please take into account that, as a result of gender-related social and cultural norms, women may be under-represented unless 'affirmative action' steps are taken to ensure that their views are adequately represented. Representation should reflect socioeconomic/economic sectoral diversity and also gendered views within those groups (i.e. so that, for instance, a farmers association is represented by both female and male perspectives; not that a single woman can be expected to represent female experience and concern across sectors, marital-status and classes).

Rationale

Stakeholder concerns and feedback are a valuable source of information that can improve the design and outcome of your City's City Climate Action Plan, and can help your Core Team to identify actions. For stakeholders, consultations are an opportunity to:

- Learn about and contribute information to the local government's CCAP development process
- Discover potential connections to their own programs, planning and funding mechanisms
- Raise issues and concerns, potentially helping to shape the City Climate Action Plan by making suggestions to the Climate Core Team.

Roles & Functions

The roles may vary as the process progresses – from information sharing to problem solving and strategy design. Define the roles and functions of the stakeholder consultation.

Principles, Rules of Operation

It is very important to spell out the rules and expectations on members. What should the principles and rules of operation be?

Key Principles:

- Relevant stakeholders will be identified based on a systematic stakeholder analysis process
- Meetings will be held in an open and transparent process/environment that gives ALL stakeholders an opportunity to participate – bearing in mind that the LG organisers must scope comprehensively before the process starts which forms of support may be necessary to ensure everyone's full participation (i.e. if simultaneous interpretation, sign language, disabled access, etc. will be required, to set this up in advance so that no one is disadvantaged)
- Explain clearly the scope of the process from the beginning
- Avoid generating unrealistic expectations
- Promote gender inclusiveness through awareness that men and women have differing views and needs that are equally valid and may have different levels of comfort presenting their

opinions in public – and, where appropriate (depending on participants' preferences) to hold breakout sessions and report-backs to allow all points of view to be articulated and documented in 'safe spaces'. For example, in some cultures and contexts, there is shame or embarrassment around women's requirement for toilets and sanitary facilities to change dressings when they are menstruating, or around their need to breastfeed infants regularly. The design and implementation of climate resilience activities may need to take these issues into account but women may be shy to raise them openly in a mixed consultation setting, in which case, it would be appropriate for a form of breakout group method, which could highlight potentially 'sensitive' or 'embarrassing' issues more explicitly then be fed back to the organisers / planners via a representative.

Facilitation / Chairing of Stakeholder Consultations

Stakeholder meetings should be well structured and may best be conducted by skilled, independent facilitators. However it may also be desirable to have a formal Chairperson, whose responsibility will be to report back to the local government.

Some important features of consultation:

- Information sharing is multi-dimensional. Everyone contributes information and experience, everyone learns from the exchanges. This helps to break down traditional boundaries between government, academic and community actors.
- The process is conducted in an open manner and allows time for participants to absorb and use climate information
- The process is iterative, with several opportunities for members to meet and take their thinking to the next level

Recording, Reporting & Communications

It is important to be clear about the status of the outcomes of stakeholder consultation, how these are fed into the planning process. It should also be determined who is able to make public statements about the meeting proceedings and outcomes.

Timing and Logistics of Meetings

During the CRCAP preparation phase or plan implementation phase, stakeholder meetings should be scheduled after ensuring relevance to the ongoing planning/implementation phase. If possible, determine in advance at what points in the planning/implementation process, stakeholder meetings will be required. Also determine time of day and location in a manner as to ensure maximum participation. Maximum length of meetings should also be determined prior to the consultation meetings.

Finally, careful planning for the Stakeholder Consultation is important. The example below provides an indicative checklist that could be used to ensure that all necessary preparations have been made.

Preparation Checklist:

- List of participants, based on Section A, and invitations
- Determine the day and date
- Prepare agenda and timetables. Make this inclusive: Can the timing be set so as to optimise for diverse stakeholders (across ages, genders, walks of life/profession) or, even better, have the 'same meeting' (same agenda) at two alternative times so as to broaden inclusion
- Will a government institution be the host? Determine the venue. However, bear in mind that some social groups may fear they will be discriminated against by local government (eg if they are a minority group) in which case it may be better to have the meeting at an 'alternative neutral venue' or even the stakeholders come to 'their territory', depending on ease of access for all.

- Support mechanisms to enable every person's full and equitable participation, such as simultaneous interpretation/scribes for documenting inputs from multiple tables and from stakeholders who are unable to write themselves; and/or audio-visual recording devices if appropriate and culturally acceptable; preparation of clear 'rules of engagement' document for all participants (which could also be shared in pictorial form if needed) about how the stakeholders' contributions will be used in the decision-making process
- Form and lay out tables – Round tables are recommended to facilitate discussion
- Responsibilities: Determine who is responsible for what activities

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