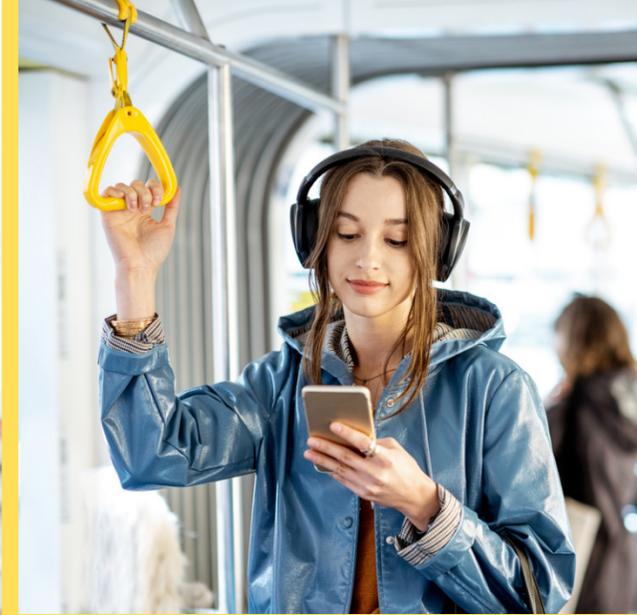


ENGAGING STAKEHOLDERS

For Implementing Multi-Sectorial Interests Measures



European Integrated Projects



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A group of people are shown from the chest up, holding several large, interlocking wooden gears. The gears are light-colored wood and have a circular hole in the center. The people are dressed in business casual attire, including a dark suit jacket, a grey sweater, and a white shirt. The background is a bright, slightly blurred indoor setting. The overall image conveys a sense of collaboration and interconnectedness.

Introduction

The world is evolving swiftly, and the challenges to people, their livelihoods, and the environment are becoming more intricate and interconnected. When it comes to solving a city's most complex sustainability issues, collaborations across various sectors are essential. They present fresh chances for institutions, organisations, and businesses to pursue value creation through the alignment of objectives, recognition of the unique competencies each sector can bring to the collaboration, and discovery of means to maximize their assets in order to create shared value for all parties involved.

SUMP development and implementation is a complex process that implies a high level of cooperation, coordination, and consultation across different levels of governance and between various institutions and departments. The process involves close cooperation between the local authorities in the planning area and exchanges with relevant authorities at other levels (such as regional and national).

At the same time, the process requires cooperation in order to ensure consistency and complementarity of the SUMP measures with policies and planning in sectors other than mobility and transport, for example:

- Land use and spatial planning,
- Social services,
- Environmental policy,
- Energy,
- Health,
- Education,
- Tourism,
- Enforcement agencies.



Furthermore, as there is a diversification of transport services (e.g., sharing services, ride-hailing, micro-mobility), engaging private businesses is crucial for identifying new solutions, products, and services that will provide increased efficiency and sustainability, or for defining and demonstrating new collaborations and business models that enable mobility objectives to be cost-effective.

Focusing resources on particular subjects, objectives, or problems can be facilitated through cooperative efforts within multi-sectoral collaborations. Cooperation between different sectors also has the ability to increase the impact that stakeholders can have on implementing certain measures, which can speed up the transformation process.

However, when pursuing shared objectives in an atmosphere that is based on reaching a consensus, it might be difficult to align one's language, culture, and work habits due to the fact that each sector, as well as each entity operating within a certain sector, has its own. City authorities might sometimes find it difficult to effectively create and sustain multi-sectoral collaborations.

Keep in mind::



Productive multi-sectoral collaborations often need to be based on:

- **Participation in order to address shared problems and exploit shared solutions.**
- **Significant relevance to the organization's goal and strategy of each partner**
- **Core competencies as the core resource of each partner**
- **Each partner's contributions are acknowledged and valued.**

More than anything, city authorities must keep in mind that it takes time and effort to develop and nurture collaborations that benefit both parties. To fully realize a collaboration's potential, it needs transparency, good resource management and trust between the participating organizations.

Because of the scale and complexity of the problems associated with sustainable development, collaborations require methods of inter-organizational engagement that are flexible enough to be used in a variety of contexts. This will increase the likelihood that the collaboration will be successful and that the goals will be achieved.

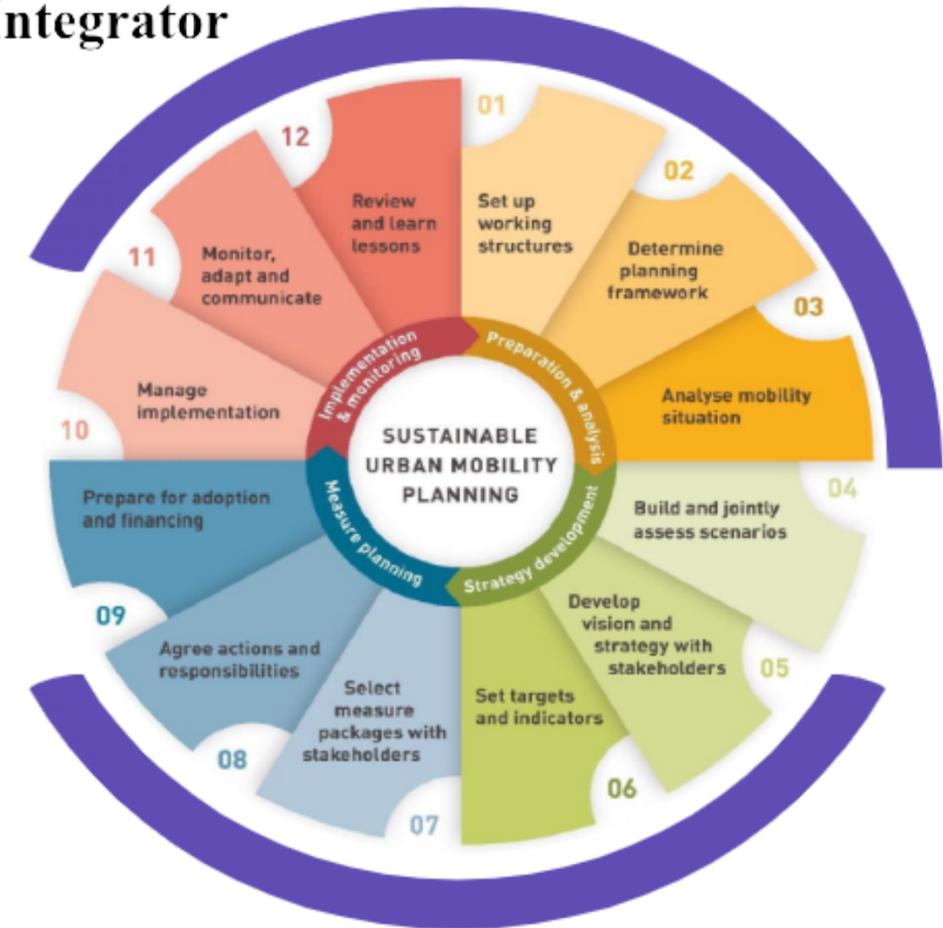
Within the SUMP-PLUS project, the six cities involved have been working with a new instrument to engage stakeholders from various sectors - **City Integrator**. This instrument has been developed by EIP in order to take the strategy of engagement to a higher level of development and implementation.

The **City Integrator** represents a platform for discussions and the exchange of views and information between major actors that deal with different activities that influence transport at the local level. They could be different public officers working at different levels within the city administration, actors from different sectors, etc. The City Integrator is an instrument that facilitates the understanding of different aspects of transport and mobility locally from the perspective of different types of stakeholders.

The City Mobility Integrator is a new concept and it is not formalised in any form at the city level, at least in SUMP-PLUS cities. During the project, the City Integrator instruments have been used to create different links with different sectors or stakeholders that traditionally the City Authority doesn't work.



City Integrator



The road to effective collaboration is not an easy one. In this course, we provide an overview of the most important factors that contribute to the success of collaborations. This course provides information of how to create a dialogue with stakeholders from other sectors, how to identify the right persons to involve and how to manage the relationship with them

Let's get started! →



1.
**Why it is
important to
create a dialogue
with stakeholders
from other sectors**

To truly understand the importance of engaging with other sectors, perhaps it's important to start with a definition. So **what does multi-sectoral collaboration mean?**

Even though the transportation sector can try to offer attractive alternatives to private car use in order to reduce traffic, promote sustainable mobility, and encourage active travel, if new hospitals, colleges, retail parks, and housing developments are built far away from existing towns and major travel corridors, people who use those facilities will be forced to rely on cars for personal trips. So, the kinds of service delivery models that are created in other sectors can have a big effect on how people travel. In some cases, they can have a much bigger effect than policy decisions made by the transportation sector.

Since transport makes it possible for other sectors of the economy to function, the policies of these sectors and the transport one should be aligned for efficient use of resources. This is done through collaboration between sectors' representatives.

Multi-sectoral collaborations do more than just support transport policy measures; they take into account how decisions within various sectors will affect the transport sector and vice-versa. For example, when deciding where to put a new hospital or shopping centre, people should think about how that decision will affect traffic, air pollution, physical activity, etc.

In the past, most sectors would have thought of these effects as "externalities" that were not their responsibility or area of interest. However, growing commitments to achieving "net zero carbon" are encouraging many companies and organizations to plan for the future with transportation carbon emissions in mind.

Cities can get a lot of practical benefits from engaging stakeholders from other sectors and forming collaborations, such as:

- **A chance to network and create connections** - this makes it possible for people from different organizations to share ideas and build relationships that help both of them.
- **Benefit from specific expertise** - this gives city leaders access to subject matter experts whose specific knowledge complements the skills of city staff. Stakeholders coming from other sectors can also help city authorities learn new skills or improve their skills.
- **Improved operational efficiency** - working with the other sectors can often be the push local authorities need to work more efficiently and give their citizens better service. With the help of a collaboration, projects could move forward quicker due to the structure and support that this would offer.
- **More resources** - stakeholders from the private sector could offer city authorities access to different resources that it might not have had access to otherwise.

Multi-sectoral collaborations are most likely to be successful when they have a strong sense of shared purpose and can clearly identify their goals and objectives. Building a multi-sectoral engagement strategy requires a clear list of problems to be solved and a strong case for why forming a collaboration is the best way to solve those problems.

So before you consider starting a multi-sectoral engagement process there are three essential questions that you need to ask:

Key questions:

- What exactly is the issue that requires a solution?
- Is it an easy problem to solve, or is it a challenging one?
- Are there other organizations that are dealing with the same issue, and do these other organizations share your desire to find a solution?

A solid engagement process should be able to help you address SUMP issues and find solutions more effectively.

Think about the problem that is most important to you, and think about the different people and systems that are involved. Can a single policy, no matter how well it's written, or a single social program, no matter how well it's run solve that problem? As people looking for solutions, we can choose to focus on one part of the problem and work on that part alone, or we can work with multiple stakeholders to come up with solutions that are complex enough and have enough different perspectives and resources to solve the problems.

Engaging stakeholders from other sectors and forming collaborations has the most potential to solve large-scale, complex problems in a way that will last. When people from different fields work together, they can use their differences to their advantage. This includes differences in resources, experience, demographics, industry, and sector, as well as differences in point of view, like how they see risk, time, and scale.

In the early stages of a cross-stakeholder engagement process, informal and flexible ways of working may work well and be appropriate. Collaborations are more likely to last if they have a **common goal**, have a **clear structure**, and have **clear working procedures**. Given that different stakeholders from different sectors can bring together key resources that can create the necessary levers for system transformation, transparency and accountability must be ensured, as well as clear operational and management structures, allocation of human and financial resources, and scope and activities.

So, a successful multi-sectoral collaboration should have the following key characteristics:

- **A variety of stakeholders;**
- **A shared, mutually beneficial public good issue or challenge as the basis for their cooperation;**
- **An ongoing relationship;**
- **Aligned interests of stakeholders centred around a shared vision;**
- **Combined resources, knowledge, and competencies;**
- **Sharing of risks, responsibilities, and benefits.**



While the benefits of creating multi-sectoral collaborations are clear, the route to engaging stakeholders from other sectors might not always be easy but it's important as it can create real public value. This is defined as the extent to which a multi-sectoral collaboration achieves its overarching and subsidiary goals, meets applicable mandates, and achieves lasting and widespread benefits at a reasonable cost that no single organization could have done alone in a democratically accountable way.



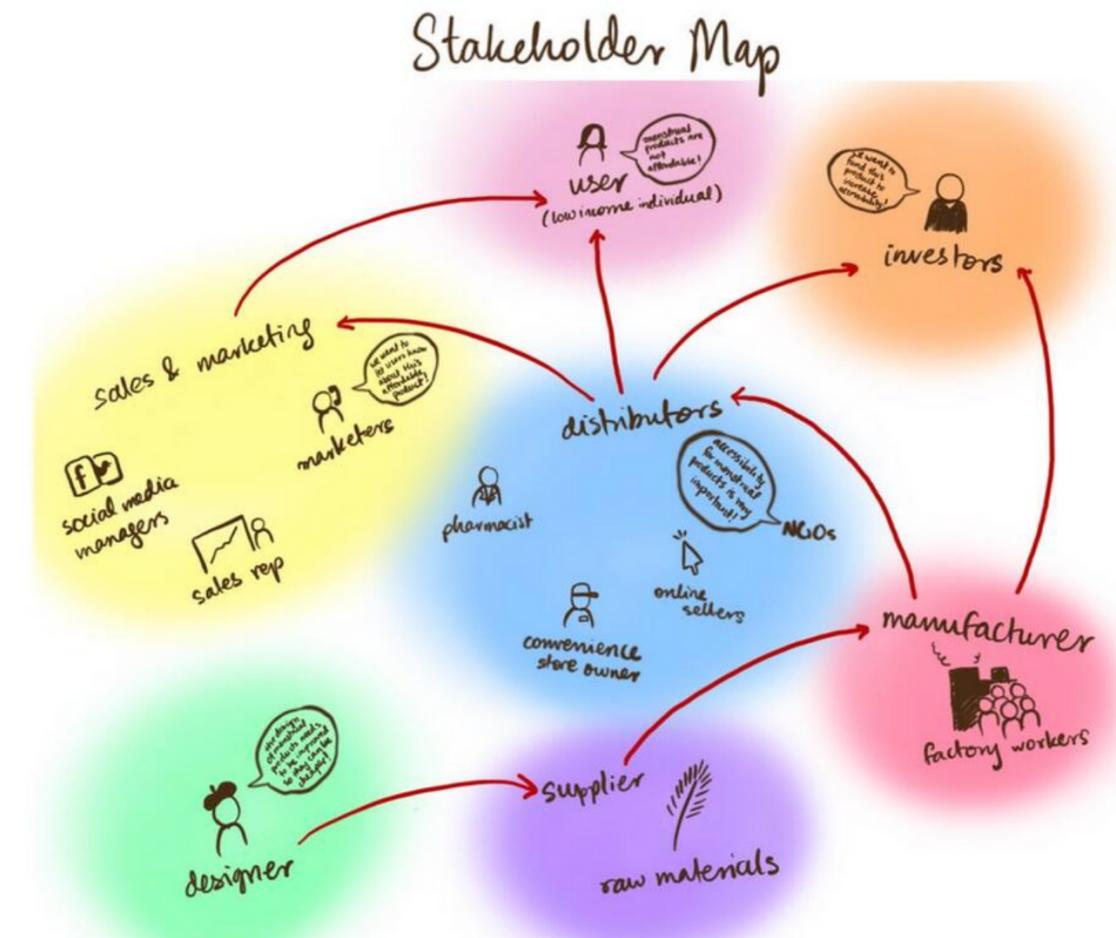
2.

How to identify the key stakeholders from other sectors

Finding the right people and organizations that have a stake in the SUMP or the specific issue you want to solve can sometimes be challenging. It's important to think about and choose stakeholders carefully to make sure that you can extract as much value as possible from the engagement process and the potential collaboration. This is usually done through stakeholder mapping (more info on this subject can be found within the first course). However, when thinking about starting a multi-sectoral engagement process you need to look more in-depth and targeted. You need to look at stakeholders within governmental institutions, civil organisations or private sector that have the power and resources to help you reach your goals.

The process of mapping the stakeholders you want to involve represents a key moment both in the SUMP cycle and for the future success of a collaboration. If city authorities don't pay attention to key organizations, they might not be able to have the impact they want or meet resistance to their work because key stakeholders don't support or agree with them.

For this purpose, network maps are perhaps the most useful tool. They can help you figure out the financial and non-financial influence of potential stakeholders, as well as the strength of the relationships between actors, organizations, and institutions in a network.



Once you have finished the mapping exercise, you may want to see if the potential stakeholders are a good fit for the goals, needs, and culture of the collaboration. Lastly, you may set up exploratory conversations with potential stakeholders to see if they are interested in working together across sectors and to explain the benefits of sharing ownership of a solution to a complicated problem.

Collaborations offer a new way to improve development by recognizing the strengths and skills of each sector and to find new ways to use them for the good of all. So, in the process of mapping multi-sectoral stakeholders, you have to ask - **What do they bring to the table?** The "core business" of each sector leads to priorities, values, and characteristics that are very different from one another.

As an example, let's look at "the big picture" attributes of the three major types of stakeholders - public, private and civil society.



In addition to these general traits, each type of stakeholder has different skills, goals, and ways of working that can be brought together through successful collaborations to reach a common goal.

Take your time with the mapping stage and gather as much information as you can to make a good decision. For example, you could do research to confirm an organization's "track record", especially when it comes to the private sector or representatives of civil society. You can do this by reading their annual reports, checking out their website or talking to people who know about the organization's history. Then, a preliminary conversation can be set up with a senior member of staff from the organization that might become a key stakeholder. This can be a good way for both sides to decide early on whether or not to move forward. At its best, it can solve problems for both sides and clear up any possible conflicts of interest.

Keep in mind that no stakeholder is perfect, and that includes you and your organisation. What you want is an organisation that is as good a match as you can find so that the collaboration can reach its goals. Basically, what you're looking for in a partner is someone who has a lot of the right qualities and has the clear potential to grow into the role of partner over time.



Example:

Let's think of a concrete example where the desired collaboration would be between the transport and health sector, with representatives of the transport sector being the initiators.

Part of mapping key stakeholders for multi-sectoral engagement should be to identify and name:

- Representatives of the national health system dealing with implementing national health policies at the local level
- Representatives of the health system suppliers at the local level
- Representatives of different health centres active at the local level (doctors' surgeries/offices, etc.
- Patient care organisations (either public or private) etc.

Identification of key stakeholders

Stakeholder mapping

Initial sweep

- Organizations and individuals from different sectors are identified and mapped (how they are affected by the issue, how they can influence it with their activities, what resources they can provide and what benefits they can have for the implementation process).

Mapping influence against interests

- Stakeholders who have high influence but low interest in the objectives may need awareness-raising. Stakeholders with high interest in the coalition's goals and low influence may require capacity development.

Role and level of engagement:

- Potential roles for identified stakeholders in the multi-stakeholder coalition, such as partner, contractor, influencer, champion, disseminator, funder, informer or critic are mapped.

Power mapping

Tool where local, national, regional or international decision-making institutions are named and identified. For example, specific ministries or departments are identified, including the names of individuals within these institutions (Coulby, 2009: 22). This helps in identifying power relations and who has the most influence in the policy- and decision-making process on a particular issue.

Political economy analysis

Provides an assessment of the political dimensions of a given context, including the identification of key actors.

System mapping

Enables a clear map of the interconnectedness of different stakeholders, their power and influence, and political aspects in relation to defined objectives.

3.

How to identify and link high-level goals and objectives at the local level



When engaging stakeholders from various sectors, the most important thing is to **make clear from the start what is the common purpose and goals**. A multi-sectoral collaboration needs to find a way to help with visions that everyone agrees on. If there isn't a clear direction for what the goal is, those involved will find it hard to explain to other stakeholders why they should join.

This process requires coming up with a clear list of problems that need to be solved and showing why working together is the best way to solve those problems; mission, expectations, and standards should be clear for any engagement process or collaboration to be successful and last for a long time.

Establishing a shared goal from the beginning also fosters an appreciation for the advantages of achievement. Stakeholders may bring their own set of priorities and mandates from their respective organisations and fields to the table, but the most fruitful collaborations recognise and celebrate these distinctions. Complementary resources and competencies that multi-sectoral stakeholders offer to the relationship go hand in hand with the complexity of agreeing on a shared vision. For example, the government, with its focus on the rule of law and the provision of public services, possesses unique policy power, significant reach, and the ability to influence public opinion.

The business sector, with its focus on the market, possesses considerable financial resources and expertise in product and service delivery; and the non-profit sector, with its focus on social benefit, possesses a deep knowledge of the community and issue-level and a sense of legitimacy.

Stakeholders should be encouraged to discuss their different goals openly and honestly as the collaboration works to construct its common vision of success. If the stakeholders in a potential collaboration don't think the project's goals are compatible with their own, they're not going to commit to it. There are situations where this concordance is obvious. Stakeholders may also take into account the less obvious ways in which the collaboration's vision is compatible with, or at odds with, their own work.

For example, they may evaluate whether the collaboration's targeted outcomes support their own, even if the alignment is not explicit. Stakeholders' commitment to the collaboration is likely to weaken if they are unable to properly reconcile the collaboration's vision of success with their own organisational mission and goals, or if they think that the collaboration's goals begin to diverge significantly from their own.

Ambitious goals, however, can necessitate creative approaches to collaboration among stakeholders. The unique characteristics of SUMP mean that there is a high probability that the goals of the SUMP and those of most of the participating stakeholders coincide or are influenced by each other, particularly in the realm of transportation but also in other connected domains (including spatial planning, environment, energy, health, etc.). Learning about the objectives of potential collaboration partners is a critical stage as it provides the project management team with the information. This information can use to effectively include stakeholders in subsequent phases of the project.

There are times when an organization's goals are crystal clear, such as when it represents a specific population (e.g., a cyclists' association typically advocates for the rights of cyclists by calling for the construction of more bike lanes). However, the motivations of some other entities can be vaguer and more convoluted (e.g. municipalities may want to favour industry but also limit pollution and noise at the same time). You should include all partners in collaborative exchanges in which each party explains their own primary objectives and the reasons they are participating in the SUMP process so that everyone may better understand the agendas and priorities of each other. This can be done formally in meetings with all parties involved, or informally on a bilateral basis.

Following this, you should include these goals into an SUMP vision that is supported by the major stakeholders. Limiting disruption to plans, resolving possible conflicts, and streamlining administration all benefit from early detection of competing objectives.

Having open lines of communication with stakeholders that have competing priorities is essential because it provides a platform for negotiating mutually beneficial concessions and arrangements. While it may be difficult to alter the aims of the plans, it is crucial that all parties involved in the SUMP and any other plans or strategies that may conflict with it are kept in the loop. The goals of various plans may be brought into harmony through the participation of the decision bodies (including politicians).

Keep in mind:

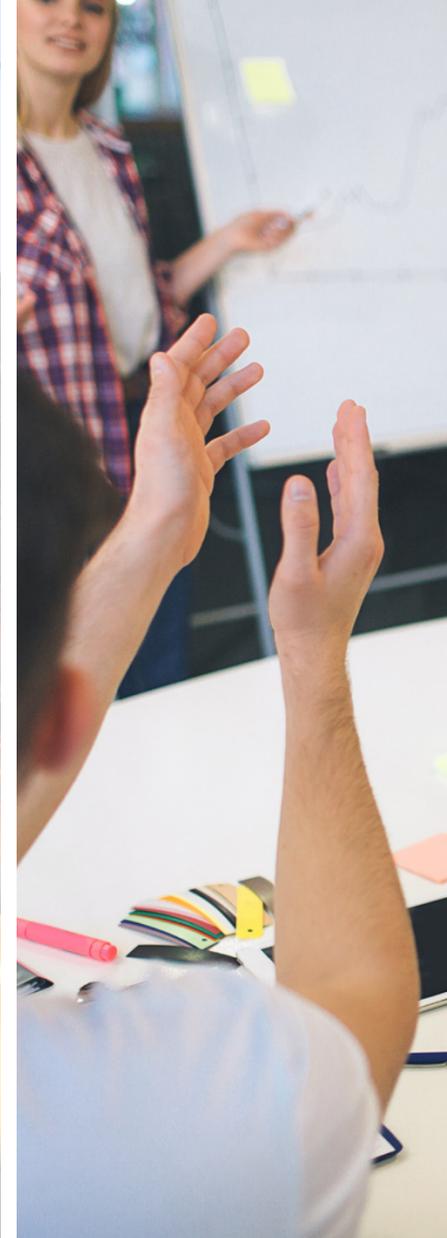
From the outset of the engagement process, you should ask all partners for an overview of their plans and to flag potentially challenging periods such as election periods, budget planning periods, etc. You can then identify bottlenecks and hard periods at the SUMP level. This should generate a tentative timeline of the SUMP process so partners can plan long enough periods of time for specific tasks and all actively contribute to the SUMP.

Example:

When compared to the rest of the UK, Greater Manchester's transportation and healthcare systems have a very different organisational structure at the top level. Since 2010, the central government in the United Kingdom has been implementing a political decentralisation strategy, which has included the formalisation of a city-regional level of governance. After a series of "devolution treaties" between the federal government and local governments in the Greater Manchester area, a new city-regional administration known as the Greater Manchester Combined Authority (GMCA) was founded.

Therefore, compared with other metropolitan and regional areas in England, GMCA has received greater local autonomy in policy-making and funding/investment in transportation and healthcare services.

In the case of Manchester, their objective was to co-create a Health and Transport Decarbonisation Action Plan that will align existing strategies from both sectors to the overarching goal of reaching carbon neutrality in Greater Manchester by 2038. To this end, the Transport For Greater Manchester representatives decided to link with the NHS, attend their meeting and truly try to understand their perspective. To engage with the health sector, they have used the City Integrator provided within SUMP-PLUS, organising solution-creation workshops to explore the scope for cross-sector service delivery at the local level, taking into account specific travel catchments and the needs of particular target groups and vulnerable groups.



4.

What are the potential drivers and barriers for engaging multi-sectorial stakeholders



When it comes to engaging multi-sectoral stakeholders in sustainable urban mobility planning you must account for potential barriers and risks. Some of the most significant roadblocks to efficient collaboration include the following:

▶ **Correctly identifying key stakeholders:**

Due to the unique characteristics of SUMP, the institutional cooperation process requires the participation of a wide range of stakeholders, some of whom are not typically involved in traditional transport management activities. This makes the question of how to form a SUMP partnership an interesting one. Expertise gaps exist, therefore it's important for collaborating organisations to identify and leverage the right kinds of experience, skills, and knowledge. It is important to prevent people from being pushed into unsuitable positions. Do not underestimate the effect that uncertainty, incomplete information, and varied technical techniques in different industries could have on the SUMP process.

▶ **Lack of agreement on responsibilities:**

Inadequate leadership can prevent problems from being solved and cooperation from being established. Problems of uncertainty, blame-shifting, and gaps in responsibility might arise when stakeholders have different remits in establishing and implementing the SUMP and different end-users to whom they are accountable.

▶ **Lack of transparency:**

An effective engagement process can be difficult to organise when one or more parties are reluctant to disclose data or information for fear of violating business confidentiality or organisational culture, or because of a need to safeguard personally identifiable information. Problems might also arise when people are reluctant to provide knowledge and data.

▶ **Lack of clear resource allocation:**

Important SUMP implementation resources, such as money, people, and land, may be rare and are unlikely to be controlled by a single party. To effectively pool assets, several stakeholders must agree on how to allocate those assets and be persuaded of the benefits that doing so will bring to those who are appointed and their representatives.

All parties involved must weigh the potential benefits of the collaboration against any potential drawbacks. If the stakeholders are serious about working together and upholding the notion of "mutual benefit," they will need to have a thorough understanding of the potential risks and rewards facing each other's organisations.

These benefits of potential collaboration include:

- **Understanding each other vision, goals, interests and needs**
- **Better access to information and different networks**
- **Greater 'reach' and possibility for innovation**
- **Improved operational efficiency**
- **More appropriate and effective products and services**
- **Enhanced credibility**
- **Increased access to resources**
- **Professional development of key personnel**

There will also most likely be a wide variety of benefits that are unique to each stakeholder, in addition to these general benefits. These should also be recognised and communicated early on in the relationship to foster an understanding of one another's unique goals and to eliminate any misunderstandings about what is expected of each party.

Quick Tips:

When it comes to drivers that can push stakeholders to get involved perhaps the most important one is to have a shared vision and mutual benefits. **What you can do as a city authority to make collaborations attractive is:**

- **Know and respect your partners:** understand the resources and value they bring, their culture, their specific drivers for engagement, as well as their limitations and internal challenges.
- **Be open and transparent** about your own drivers, value and limitations to help **build trust**.
- **Identify clear objectives** that deliver results and add value to each of the stakeholders.
- Co-create an agreement that sets out **clear roles and responsibilities**
- **Ensure strong communication.**

5.

Methods for engaging multi- sectorial stakeholders



Finding the appropriate institutional stakeholders is the first step in engaging them formally or informally. Generally, forming a mailing list and defining the team's roles organically are typical methods of doing this informally. However, when communicating with upper-level management, formal invites are often necessary. In order to define their role, mandate, and position within the collaboration, it is advised to conduct bilateral discussions with those truly essential to the planning process.

To maximise potential positive responses, you might want to consider different approaches for contacting stakeholders based on their sector:

- Employees from **different divisions or services within the same institution** should be encouraged to participate since they can contribute to the effort by offering fresh perspectives and expertise. Getting in touch with them is simple, and in most cases, the intended coworkers will be told to join the meetings.
- Stakeholders from certain **local branches or units of national or regional organisations** to get involved should be contacted through an official letter.
- **Other public authorities in the same region** can be contacted through already existing structures and networks.

- **Organizations with which you are already familiar** can be contacted via email or face-to-face, in a more informal manner.

Generally, it's beneficial to consider the organisational structure of prospective stakeholders regardless of the type of project. An official personal invitation on behalf of the mayor (or president of the organisation) may have more weight in the case of an elected representative (such as a Mayor, President of a larger or neighbouring local authority) or the director of a significant organisation.

It's worth noting that your chances of getting a good response will rise if you go through the proper chain of command. Institutional stakeholders need to have a clear understanding of what is expected of them and how much time and resources will be needed from them, so it is crucial to develop a transparent process and agenda. One primary justification for including people in the planning process is that without them, their needs would not have been taken into account.

Once you have defined what stakeholders you want to engage and identified your shared visions, it's time to think about the engagement strategy and methods of engagement you want to apply. Here is where you need to think outside the box. You need to put the pieces together to figure out how you want to engage stakeholders and outline a strategy for it as well as pick out what specific methods you want to use. When doing so, however, you need to keep in mind the following aspects:

- The key is **co-creation**: The whole point of engaging multi-sectoral stakeholders is that you don't have to do everything by yourself. Work together to co-design and co-create using all of your skills, assets, networks, and knowledge.
- Creating a **shared idea of what success looks like might help**: Take into account everyone's ideas and needs and decide what success looks like to you.

For stakeholder engagement to work, you need to adapt your approach to fit your stakeholders. In order to create a strong engagement plan you need to think about who the stakeholder is, how often and why you should talk to them, and what you want to happen as a result of talking to them. It's also important that in situations where you want to work with stakeholders from various sectors together, figure out what approach would fit all of them or if you want to use different approaches for different sectors.

Remember that there are different levels to get stakeholders involved, such as simply informing, consulting, collaborating, involving or empowering.

Suggested methods:



All engagement methods have particular strengths and weaknesses and each is therefore more suitable for some situations than others. It is often helpful to use combinations of methods. Some of the most common ones include:

- One-on-one meetings and interviews
- Questionnaires and surveys
- Knowledge exchange groups such as steering groups, advisory panels and multi-stakeholder forums
- Workshops, focus groups and other types of meetings, including social events, stakeholder-led workshops or conferences
- Talks or lectures
- Practical demonstrations, including field or laboratory visits and participatory events, such as training or games.
- City labs
- Expert tables

Example:

Within SUMP-PLUS, the six cities involved in the project have all used the **City Integrator** instrument to engage multi-sectoral stakeholders. From the analysis conducted, out of all three instruments developed and used (mobility forum, citizens engagement platform and city integrator) the City Integrator seems to have been the **most successful one so far**. The reason why this instrument seems to have performed better could be due to both a **more targeted set of stakeholders and a more specific topic of discussion**. Generally, in the majority of the SUMP-PLUS cities, the instrument brought together a diverse set of stakeholders from various sectors such as **mobility, health, education and tourism sectors discussing topics such as traffic around school areas, sustainable transport for tourists, better integration of the mobility and health policies, logistics' strategy etc.**

All cities made great progress using the City Integrator and overall their experience using them was good, with a **moderate to high level of participation and openness to dialogue from the targeted stakeholders**. The city representatives also stated that they felt the instrument provided a great opportunity to bring stakeholders together, especially at the municipality level.



When it comes to the SUMP process, multi-sectoral engagement is an essential component in all European countries and cities. This is because the challenges and advantages associated with collaboration are often rather comparable. Institutional cooperation, as well as SUMPs in general, are implemented in Europe through a variety of mechanisms and under a variety of legal contexts due to the fact that the legislative frameworks of individual countries vary.

Local authorities in certain countries (or regions) are required to adhere to extremely stringent requirements, which together provide a transparent and prescriptive framework. For example, Local Transport Authorities in the United Kingdom are required by the Transport Act 2000 to consult a variety of stakeholders, including bus operators, rail operators, District Councils and/or County Councils in their area. However, local authorities are free to consult with whoever else they deem appropriate. On the other hand, local authorities in some other nations (or regions) do not have any legislative requirements or frameworks that are directly tied to SUMPs.

In addition to the numerous legislative frameworks that exist across Europe, the various European cultures and characteristics of working together may also have an impact on multi-sectoral collaboration in a variety of different ways. Within the experience of the SUMP PLUS cities, it became clear that the culture of collaborating with other sectors is not as deeply ingrained and established in some European countries as it is in others.

This might be due to a lack of excitement for working together, which makes the process of institutional collaboration difficult. The unwillingness of stakeholders to share data and information with partners is one illustration of this phenomenon. This definitely hinders the achievement of the full beneficial outcomes.

Considering this, if you are completely new to engaging and working with stakeholders from other sectors you might ask yourself – **how do you actually manage the relationship with stakeholders from another sector to build a meaningful collaboration?**

- ▶ The most important thing is the basis from which you start. You have to be aware of the fact that not everyone you want to involve speaks the same language (technically speaking) and might not understand what a SUMP even is or a transport planner may not have an immediate understanding of the technical language of another sector. You need to start off by **building a common fact base** regarding your objectives or certain measures you want to implement.
- ▶ In order to foster a good relationship it's important for stakeholders to have a unified perspective when they discuss the SUMP. Therefore it will be helpful to **create a sense of ownership** of the SUMP. The goal of doing so is to ensure that all those involved feel that the SUMP is something they want and for which they are responsible for the implementation.

One of the most important things you need for a successful collaboration is **trust**. This can be achieved by **nurturing an open environment, based on transparency** which is critical to nearly every aspect of collaboration design and implementation, particularly those that require partners to come to a consensus concerning issues on which they are likely to have differing perspectives. In an open environment, partners trust each other, have equal opportunities to express their diverse opinions, and perceive that they are able to raise concerns without fear of retaliation. If the collaboration is not able to create this type of environment, partners may feel disenfranchised from the collaboration process and may be less likely to compromise with others.

Committing to sharing information openly, even if it means revealing sensitive facts, helps stakeholders understand the problem better and builds trust between them and in the collaborative process. Even though some stakeholders may be willing to share information when they join, you will likely need to actively encourage partners to do so. It's also important to keep in mind that stakeholders are more likely to share information if they trust that it will be kept safe and secure. So make sure that in case of sensible information, you have an agreement in place.

It's also extremely important to **manage expectations**. Achieving your goals can often take longer than expected or can encounter unexpected challenges. Considering this, you must maintain full transparency with the stakeholders involved and manage expectations from the start. Stakeholders can be more patient if they are **constantly in the loop**. This also builds confidence and commitment. You can do this by starting meetings with updates on progress, sending progress reports on a regular basis, holding an event to celebrate reaching a milestone or looking for opportunities outside the group (like media outlets, meetings with outside stakeholders, etc.) to share interim achievements.

You also need to **establish a clear governance structure** such as a committee, workgroup, or facilitated discussions and provide direction while nurturing equity and inclusivity to resolve actual or perceived power imbalances that can arise during collaboration. In determining what governance structure is the best fit, the collaboration may wish to consider whether partners are familiar or comfortable with particular structures, as well as a number of other factors such as the number of partners, project timeline; and more.

Overall, managing a multi-sectoral stakeholders' engagement process should be focused on getting things done, such as by making work plans and assigning tasks. In practical terms, your job is to oversee coordination so that the stakeholder group is focused on getting things done. Stakeholders need stronger leadership and coordination at all levels, with a leadership style that fits the goals of the group.

The work and results of the stakeholder groups should be monitored and reviewed regularly so that they can be judged for their efficiency, effectiveness, and added value. This step is important for any group with more than one stakeholder because it helps the group focus on its goals and make the changes it needs to stay on track. The review process can be used to strengthen the coordination of the multi-stakeholder group when needed and find new stakeholders who could add value to the shared goals.

Lastly, if you want to make a big difference and maintain a good relationship with stakeholders, it is very important to set up strong communication both within the group and with the outside world. This communication should focus on learning and sharing knowledge. In this way, institutional learning, including between similar stakeholders at sub-national, regional, and global levels, can lead to building capacity, and finding new ways to solve problems.

Quick Tips:



- Be **clear on the main goals and objectives** from the beginning and manage expectations;
- Review everyone's assumptions about key terms and **make sure everyone understands** what you are talking about both inside and outside the group;
- Clearly **define the roles and responsibilities** of stakeholders and keep reminding everyone of the common vision;
- Use **shared spaces** to allow easy access to all materials of interest to partners;
- Focus on **learning from each other**, because respecting a wide range of skills, knowledge, and expertise is important for tackling global problems and helping stakeholders get past internal conflicts or different goals;
- Promote an inclusive and flexible environment stressing on **transparency, accountability and joint commitment to the cause.**

7.

**Recommendations
for engaging multi-
sectoral
stakeholders**



Key recommendations:



- Check if sustainability and climate change issues are on other sectors' agendas.
- Identify a responsible person or team within the authority, which will act as the project management for the process
- Conduct a review of available resources, to understand what skills and finances you have, and which will have to be outsourced.
- Ensure all the relevant skills, capacities and knowledge from each stakeholder are highlighted
- Identify the functional and geographical scope in which the institutional cooperation process takes place and thus understand which partners should be involved
- Understand stakeholders' agendas and objectives.
- Define the roles of stakeholders in order to agree on rules, a structure and a correct allocation of resources
- Finally, make sure that tasks and responsibilities are correctly shared among the partners

The lack of clear integration between sectors and disciplines can be a significant barrier to decision-making and, by extension, to Sustainable Urban Mobility Plan development. With a wide variety of institutions, it will be ever more imperative for planners and decision-makers to balance these diverse challenges and needs, and translate these elements into effective policy decisions.

That is why engaging multi-sectoral stakeholders - as a process - is absolutely necessary and needs to be carried out carefully. Without this process, objectives and the means of achieving them will be partial and it deliver fewer benefits.

Multi-sectoral collaboration requires the sharing of objectives, knowledge, resources, powers or consent between several stakeholders. However, most importantly this collaboration needs to be built on the assumption that they are ready to collaborate with "the other one" and "the different one".

Remember that a successful engagement process is based on mutual trust, transparency, open communication about all relevant issues, stakeholders' flexibility and readiness to address challenges, dedication, innovativeness and courage to implement change.

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Thank You