



MAINTAINING INVOLVEMENT OF LOCAL STAKEHOLDERS AND ORGANISING DECISION- MAKING FOR IMPLEMENTATION

URBACT Implementation Networks

This Guidance has been designed as part of a series called 'Learning about Implementation' by the URBACT III Programme. It is relevant for all European cities implementing Integrated Strategies for Urban Development.

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1. Introduction

1.1. The URBACT Implementation Challenges

The URBACT Implementation Challenges were part of the core design of the Implementation Networks, providing six thematic areas to guide cities in exploring the difficulties commonly found during implementation of integrated action plans. The six Implementation challenges are:

- > Preparing for Implementation
- > Ensuring the integrated approach in the delivery of the strategy & their related actions/projects
- > **Maintaining involvement of local stakeholders and organising decision-making for delivery**
- > Setting up efficient indicators & monitoring systems to measure performance
- > Designing smart public procurement frameworks
- > Enhancing funding of urban policies by exploring financial innovation

All the Implementation Challenges are interlinked to some degree. This guidance document is the third in the series and focuses on how to maintain involvement of local stakeholders during implementation. It also provides some practical tools used by URBACT cities to show how to do this.

1.2. Maintaining involvement of local stakeholders and organising decision-making for delivery

Partnership involves the bringing together of a variety of actors – from public, private and third sectors – in the URBACT local group. Different units in the same municipality, but also the regional and national level can be included.

Participation is also the engagement of local citizens in policy-making and delivery, whether in their role as service users, entrepreneurs, residents, tenants etc. Enhancing participation, organising decision-making in this participatory way and maintaining it in the delivery phase is a key challenge to be addressed by the network.

2. The Nature of the Challenge

2.1. Stakeholders and Implementation

Implementation of integrated action plans requires systems in place to support the effective joint delivery of projects. This includes the engagement, participation and awareness of a wide range of stakeholders and other delivery partners in addition to the creation and maintenance of partnership groups or governance structures that involve the various parties in the most appropriate ways, allowing decision making and project direction to happen in a proportionate and timely fashion.

The specific distinction between Stakeholders and Delivery Partners is an important one.

Stakeholders is a broad term, referring to any individual, group or organisation that has some level of interest or role in something - in this case the implementation of an action plan, or the results it is intended to produce. There are many different types of stakeholders, and various methods and techniques for categorising and analysing them.

Delivery Partners refers to those individuals or organisations that have some direct role to play in the implementation of an action plan – i.e. they will be responsible for, or will themselves carry out, certain agreed actions that are required for the successful implementation of the project. This “Joint Delivery of Projects” is crucial if integrated policies and action plans are to be implemented successfully.

Delivery Partners can also be considered as Stakeholders in the project – they normally have an interest (a “stake”) in the project. But they should be treated as a distinct group, as they play a very different (active) role compared with for example, those people who are simply interested in the results.

However, it is clear that not all Stakeholders will be Delivery Partners i.e. not all those people with an interest in the project will be active in its delivery.

KRAKOW/URB-Inclusion

Having identified their stakeholders for their work (see also section 3.3) the city of Krakow (Poland) undertook to carefully map and understand all their key Stakeholders to help create a common platform for collaboration with one local neighbourhood (the Azory housing estate, which has a high proportion of residents from a migrant background).

Building on this stakeholder mapping, the city team then added a resource map, capturing the various support and contribution that different stakeholders could bring to the process. A common calendar of activities also helped to define the delivery activity across the stakeholder ecosystem that supported the neighbourhood. See a short video on their project [here](#).



There is also an important conflict to note, that there can be trade-off between achieving deep participation from stakeholders and the time taken to deliver effective public policy. Specifically, this manifests itself where extensive and detailed participation of stakeholders is a major part of the process of implementation. In this situation, stakeholder views are well understood and have a significant influence on the implementation of actions. However, the trade-off with such an approach is the measures introduced can be extremely complex as they seek to cater for a wide range of situations and stakeholder views.

Deep participation can sometimes therefore result in slower development policies and actions that are extremely difficult to implement effectively in practice. A sophisticated approach to the involvement of stakeholders is required to achieve this balance effectively, particularly if participation was lower in planning and is increasing at the implementation stage – new issues and new viewpoints come to light late in the process. But if done well in the planning & design stages, high levels of involvement and participation can also smooth the implementation process - stakeholders are then actively supporting the project.

Understanding the different relationships that exist between different stakeholders and the different roles they play in the implementation phase is a major part of this challenge.

2.2. Planning vs Delivery in Partnership

Another important aspect to understand is that the partnerships that exist for the joint *planning* of policies or action plans have a different role to partnerships that are formed to jointly *deliver* those action plans.

Many of the same stakeholders may be involved in the delivery of the projects and activities which make up an action plan. However, such involvement should not be not a given. Different roles, responsibilities, skills, governance etc. are required within the partnership during the implementation phase compared to the planning phase. Different people will often need to be involved in the implementation.

It follows that the exact composition of such partnerships should and will change.

Recognising that the implementation phase is different to the planning phase is often overlooked. Identifying how partnerships need to change and then successfully changing the nature of such partnerships ready for implementation is a common challenge.

AVEIRO/Stay Tuned

In the city of Aveiro (Portugal, Stay Tuned) they established what was effectively a “virtual delivery team” to coordinate and manage the work on a day-to-day basis. This consisted of around six colleagues who worked closely together, in constant dialogue and discussion about the delivery of the work. However, they did not all work in the same office, nor all in the same institution. There was a mixture of municipality employees and from the university of Aveiro, who were a key project partner, but were also responsible for delivering key components of the action plan.

This approach means the that main delivery partners for the project were in close communication, within a structure where they could assess and take decisions in a timely fashion. The core ULG for the project was thus kept to a tight group to ensure focus and effective decision making during the delivery of the work.

However, the full group of interested stakeholders was much larger, but this wider group was kept engaged in a different way to ensure that the delivery of the actions could be managed in a responsive way. This provide crucial for them to be able to make changes to their approach in a quick and agile way during the project delivery, as they responded to the challenges that they faced along the way but whilst keeping good and open communication and engagement with all the stakeholders in the city. This differentiated approach kept each stakeholder involved in the most appropriate way.

*“Money barriers are fake news!
It’s not necessary to have
money in order to implement
some kind of compromise
between stakeholders.”*

2.3. Politics and Critical Stakeholders

It is always a challenge for city administrations to engage and manage political stakeholders during an implementation phase of an action plan. Politicians have different roles and priorities to officials and these are often more noticeable during the implementation phase, with the focus being more on a level of detail that isn’t typically in the political domain. Communication about progress is not often crafted in a way that relates to the impact on political considerations, and hence messages are often not well understood or well received.

In city administrations that have made the distinction between policy skills and delivery skills, a sometimes unintended consequence is that the nature of the role means that policy officers often work in the political arena than project officers do. Consequently, there can be a lesser understanding of the nuances of working in a political context amongst a delivery team, which can lead to difficulties with managing and engaging political stakeholders effectively. This can also be true if working with partners that are non-political organisations. It is a common oversight to (wrongly) assume that organisations working with or near to city administrations have the right skills and understanding of how to operate in a political environment and the effect of certain comments, communications or actions on the key political stakeholders. So whilst different skills and capabilities are needed for policy development compared to implementation, there is a political capability required for both.

BERLIN/Stay Tuned

In terms of the URBACT Implementation Networks, all cities naturally required political support and engagement to a greater or lesser degree. A particular example of managing this over the long term is the City of Berlin (Germany; Stay Tuned).

The team cite the importance of political support and “political patience” as a key factor in establishing their youth employment agency, the “Jugendberufsagentur” (JBA for short). Their solution story provides insight into the process of securing solid political commitment from an early stage and managing that throughout the two-to-three year process from inception to initial set up.

There was recognition at the political level that results will take time to be achieved. Returns on the investment will not be seen in the short term (at least not in terms of outcomes for Young People – some input measures and feedback on outputs are visible more quickly). It takes time for behaviours to shift and to achieve true, lasting change. It takes even longer for the results of that change to be seen.

Similar challenges can also be experienced when the importance of critical / key stakeholders is not universally recognised by all partners. Whilst the subtleties of stakeholder management in this area are not as likely to be unfamiliar as with political stakeholders, there are still difficulties encountered when one or more partner doesn't recognise the importance of certain stakeholders or fails to manage their relationship with them appropriately.

Critical stakeholders and political stakeholders are crucial for any implementation project. Keeping them onside and engaged is essential but can be challenging, taking much time and resource.

2.4. Community and Citizen Stakeholders

Truly collaborative working and decision making takes time and effort to set up and manage. Projects that have a high level of direct community or citizen involvement often require enormous effort due to the high volumes of contact and wide range of views and working styles to reconcile. Expectations of what the results should be can often be highly personalised or localised and reconciling these conflicting priorities and expectations can be challenging and time consuming. Failure to allocate enough time to this can quickly result in stakeholders feeling disengaged or ignored.

Action plans that have been developed with stakeholder involvement can make it easier when it comes to implementation. However, the nature of the way projects are delivered means that there are still challenges along the way as plans begin to be implemented and issues start to arise. Correcting such issues sometimes means compromise on results or on other parts of the plan. If community and citizen stakeholders are not directly involved in the delivery, then they can feel that operational decisions about the delivery are taken without reflecting their opinions. This in turn risks developing into conflict and disengagement, potentially active opposition.

CAHORS, INT-HERIT

Local businesses can also fall under this heading as well (particularly when they are small 'truly local' businesses). They are often key participants within the ecosystem of a city or locality. The city of Cahors (France; INT-HERIT) provides an interesting example of working with a local business and the community as part of the redevelopment of one of their historic streets. The construct of the URBACT Local Group (ULG) proved invaluable in helping reach common understanding and goals with local stakeholders, including a local building owner, who ultimately changed her proposed designs after deep and meaningful engagement with local stakeholders and citizens via the ULG and associated meetings.

This resulted in a more open and community-friendly design for the new buildings, with more of a community-facing space being creative, rather than the more closed space that was originally proposed. These changes also helped citizens to feel more engaged in the process and themselves have a greater ownership over the final design, leading to a more positive level of acceptance and championing of the work. The building owner also reflected that the process was extremely positive and is very pleased with the results.



"Discussing and pooling our ideas, sharing our views about the building I wanted to rehabilitate helped to move in a good direction. In one meeting we were talking about installing small fountains and water points in the street, so I thought: why not to put one in my courtyard? That would be nice and would create a relation with the street. Yes, little things like that came out directly of the ULG meetings and ultimately change my initial project."

Alexia Vandomme, ULG Member, Owner & investor.

Communities and citizens are often the “users” or “customers” of the action plan i.e. the plan is intended to improve the lives of people within the city. Any changes to the plan therefore often affect them most directly as it impacts the quality of their lives most directly. There is a challenge in keeping communities actively involved in decision making at all stages as it takes much time and resource to do so. When the pressure to make progress and deliver results is high, management of these stakeholder groups an easier area to spend less time on when there are limited resources.

There is a further consideration in terms of the nature of the political system in use locally and how this fits with extensive community and stakeholder involvement. Whilst this is arguably more significant at the policy stage (in terms of setting direction and making key decisions) it also has implication during implementation, in terms of the ongoing oversight and sign-off of any key changes.

A high level of citizen participation moves things towards an approach that is closer to a deliberative democracy model. This can sometimes be in conflict if there is a representative democracy model being used at other stages in the process or in other, related decisions within the city. In the case where changes from one approach to another are gradual and evolving, this can be a healthy and productive shift; but when it happens suddenly or rapidly, for example from one stage of a project to the next, this can cause tension and stall the implementation process.

The fact that citizens are often the end-recipients of the benefits of an action plan (as described above) can also complicate this situation – the nature of the debate and the ‘voice’ of under-represented citizens is an important consideration where the decision making process moves closer to a deliberative democracy model, compared with a (more traditional) representative democracy model. How are the less visible or less vocal communities represented in the process?

Working directly with communities and citizens alongside a variety of other (organisation-based) stakeholders can be challenging, as expectations and ways of working can be very different. Where citizens have a high personal stake in the success of a project, they will often have strong views on the way it is delivered but it can be a challenge to have enough time and resource to engage them fully.

AMPELOKIPI-MENEMENI/Stay Tuned

The municipality of Ampelokipi-Menemeni within the urban area of Thessaloniki (Greece, Stay Tuned) put community engagement at the very heart of their entire action plan. URBACT partner cities in all networks employ a degree of participation as part of the core URBACT method. However, Ampelokipi-Menemeni were working with a Roma district within the city and the importance of this was amplified. By establishing

a new team within the district, the team were able to build trust and begin to be seen not as outsiders but as part of the fabric of the community.



“We had some employees in the neighbourhood years ago, but without a strong relationship with the community. Now we have eight people working there and an immediate connection with the people and we can relate much more to them (and they to us). They can state their problems and needs and we have a much more clear understanding of these.”

This enabled a series of small steps to be taken to gradually deepen their engagement and influence with individuals and simultaneously increase their understanding of the exact nature and subtleties of the challenges faced by the local community as a whole. This resulted in them changing their approach and the exact nature of the actions being taken, resulting in a series of community-led activities, where the municipality team takes an increasingly “brokering” role, providing leadership where needed, connecting people together but increasingly helping individuals and groups to take actions to help solve their own challenges. This has increased empowerment within the community and enabled new thinking to emerge about how to tackle the local challenges.

2.5. Governance for Delivery

It is important to recognise that governance and decision-making structures are very different during the implementation phase compared to the planning phase. A common (and often costly) error is to leave the original group unchanged as work moves from planning into implementation. At the very least, the exact composition of the partnership and specific focus and skills of any ULG or governance boards should be reviewed for suitability for the implementation phase.

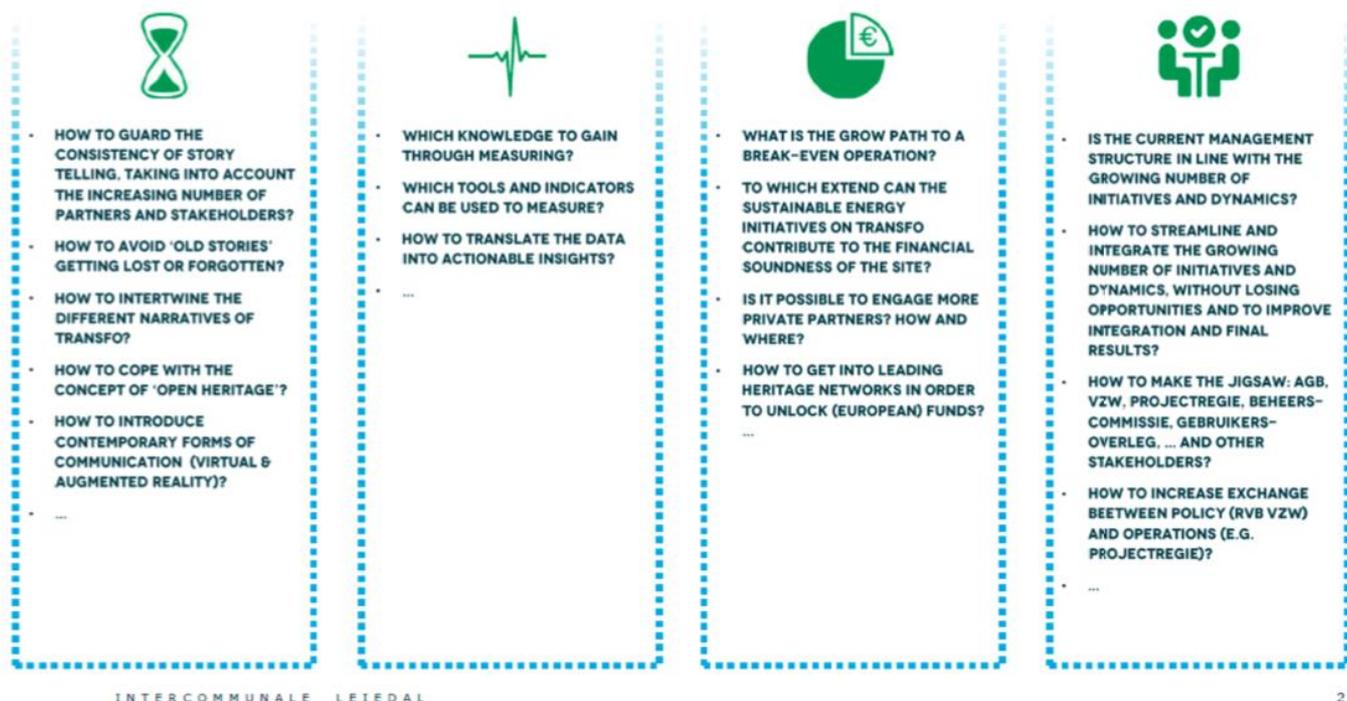
In some cases, a continuation of the exact same partnership and terms of reference for its operation may be suitable. But in the majority of cases, the differing role that any partnership groups will need to take during implementation will necessitate some changes to their terms of reference and composition, if they are to be effective. In some cases, an entirely new structure and composition will be required.

LEIEDAL/INT-HERIT

The city of Leiedal (Belgium, INT-HERIT) embarked upon their governance arrangements as they moved towards the implementation of their actions around their Transfo heritage site. Recognising that the existing governance arrangements were “showing signs of wear,” the team took a review of the possibilities and brought together the relevant stakeholders in a new arrangement that was also intended to enable greater levels of stakeholder participation in the implementation and future running of the site.



With the Transfo site, they are dealing with a "multifaceted ecosystem" where they have to deal with various different functions and uses across the building. In addition, they need to keep adding more and more parts of the building as they become usable for another function. A solution to manage this is to build this network of stakeholders where these multiple uses, functions and events that can operate in a collaborative environment. The challenges facing the site are better described in the following chart:



The ultimate goal is to include them in the governance model and support proper integration of the various actors operating at the site

The governance structures needed for delivery have a different focus. They are more about the direction of activity, tracking progress, managing risks, taking corrective action when problems occur and pro-active removal of “barriers” that will negatively affect the project. This includes making decisions about committing resources, prioritisation of activities, resolving resource conflicts and dealing with conflicting priorities. The skills required to be part of such a governance body and the skills to *manage* it as a leader are different to what is needed during policy and strategy development. Good implementation takes time and requires direction and focus.

Project sponsors often do not understand the distinction between planning and delivery. Some individuals may have a valid role in phases. However, that role will almost certainly need to be different in each phase. There may be resistance to changing stakeholder groups or partnership structures as you move from planning into implementation, both from lack of understanding and personal/political interest in remaining in a role that has status or responsibility for an action plan.

Setting up partnership structures for delivery of action plans requires changes from those in place during the planning phase. Getting the right structures in place can be difficult.

2.6. Co-Management Models

Co-management along with co-production, co-design and co-working has increased in importance in recent years and this is no different when it concerns the implementation of sustainable urban development strategies and plans.

Many of the co-management models build on long-standing approaches in city government. Municipalities have been using arms-length bodies for years, with variation across the Member States concerning the exact mode of intervention. They have been used for managing a wide range of services including: parking, housing, public transport, science and technology parks, co-working and managed workspaces, refuse disposal, festivals and a host of other urban functions. There are advantages for the city in terms of focus and financial accounting as well as managing risk. There are also some downsides in terms of democratic control and public accountability. Many of these arms-length bodies are really forms of direct management as in most cases the municipality has control of the board and the assets.

Over the past two decades more examples of more autonomous forms of urban management have developed. Some examples include:

- Development Trusts in the UK and Ireland in which a non-profit company is established to manage a facility such as a former factory building which now provides managed workspace for tens or hundreds of businesses.
- Business Improvement Districts (BIDs) originating in Canada and the USA have now been deployed extensively across Europe. The principle is that businesses operating within a designated Business Improvement District pay a supplementary tax for additional projects that improve the street environment.
- Community Led Local Development governance structures. Across Europe there are more than 3500 Local Action Groups disbursing EU funds, mostly in a rural development setting although since 2014 the ERDF and ESF can also support CLLD. A key aspect of the governance is the requirement that no participating sector (public, private or third sector) can have a controlling majority. This limits the public sector in particular and ensures a more even governance in which the voices of the private and third sector are heard.
- Triple helix models of governance share control between the public, private and research sectors.
- Temporary use and 'meanwhile' spaces are ways of reusing empty property and land. A range of governance methods are deployed. Temporary reuse is an increasing part of urban regeneration projects and some developers now go out of their way to encourage uses in the period before construction starts.
- Asset transfer has allowed many of the most successful community based projects in European cities to grow as a result of assets being transferred to community groups and then managed by these organisations.
- Community right to bid is a law in the UK which since 2011 has enabled Communities to nominate assets of community value. These can be in any ownership – public or private. If the asset is put on the market, the community has a right to pause the sale for up to six months in order to put together a financial offer.

3. Tackling this Challenge in practice

3.1. Understanding Your Local Conditions

How the Implementation Challenges present themselves in practice varies from city to city. There are common themes and it is easy to draw strong comparisons between the challenges experienced in different cities. However, the specific circumstances of each specific challenge will vary, even if the root causes are systematic and have comparable situations in other cities.

City officials therefore need to understand exactly what these Challenges “look like” in reality, in their local context. This assessment requires a good degree of awareness and honesty about the local situation to be of value. Challenges can only be overcome where they are acknowledged and understood.

Take the time to be specific about what this Implementation Challenge means for your project, in your city.

3.2. Assessing Your Plan and Capabilities

By using simple tools like a checklist it is possible to make a first assessment of your city's plan and the existing knowledge and practice in relations to working with local stakeholders. An example of such a checklist is available in the tools list linked to this guide.

3.3. Tools, Methods and Skills

There are a wide range of tools & methods and adopted good practice that can be used as the basis for your Delivery Approach – how you are going to overcome your local Implementation Challenges. You need to understand which of these capabilities are needed within your Delivery Approach, which of those capabilities you already have (either in full, or in part), which capabilities need to be improved, strengthened or developed further, and which capabilities you do not have and need to adopt or develop before you can use them.

Many of the elements needed for your Delivery Approach will be in use in one or more of your network partners already. Learning from others as part of your Transnational Exchange is one of the best ways to develop and improve your own local Delivery Approach. Other practices are well documented and in common use across Europe and can be researched and adopted locally, either with support from your Implementation Network partners or in isolation.

Make best use of what you have; have a plan for acquiring what you lack. Do not ignore gaps in areas of capability that are crucial for your implementation to be successful.

A few simple tools are included below as a starting point for consideration when designing your Delivery Approach in relation to this Implementation Challenge. As noted previously, some of these tools will also support overcoming other Implementation Challenges. Be mindful of interdependencies between the

challenges when designing your Delivery Approach. Watch out for unintended consequences and linked opportunities!

Stakeholder Mapping and Analysis

Successful stakeholder involvement is pivotal to success and closely linked to the challenge regarding an integrated approach. From the outset, a clear stakeholder map, a proper understanding and a defined engagement & management plan for the stakeholders is critical to successful implementation.

This should be done first at the beginning of the planning phase, but repeating the exercise as you move towards implementation is equally important, as roles and influence will change as you move to implementation.

The URBACT Stakeholder Ecosystem mapping tools have been extensively used by the URBACT programme at various capacity building events. An example of the tool can be found in the tool list linked to this guide on the URBACT website.

For more detailed analysis of stakeholders, Empathy Mapping can be a powerful tool. This is a more detailed process but can provide highly insightful results, particularly when the results are validated and updated with the local stakeholders involved. It is a simple enough method to use and there are many examples listed online from a [simple web search](#).

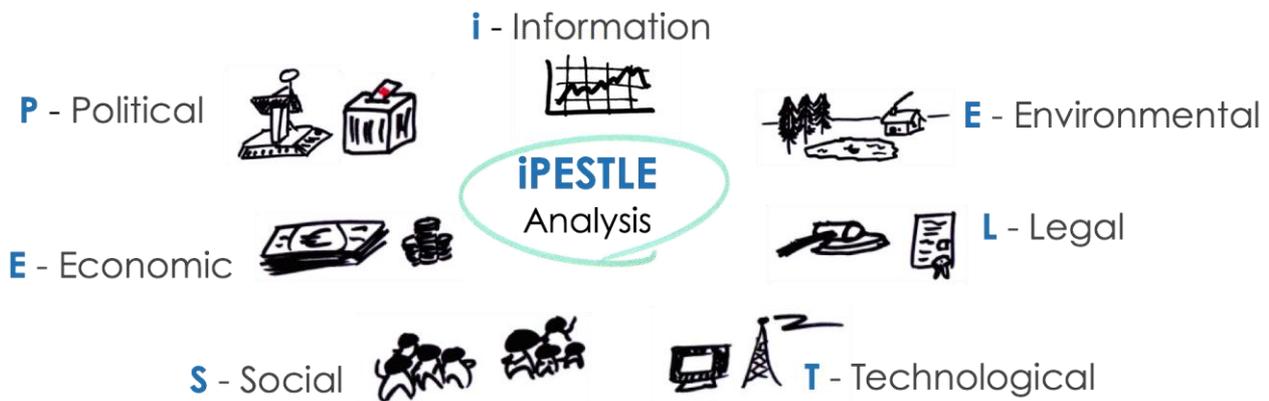
As noted earlier, the city of Krakow (Poland, URB-Inclusion) undertook to carefully map and understand all their key Stakeholders to help create a common platform for collaboration with one local neighbourhood (the Azory housing estate, which has a high proportion of residents from a migrant background). This first step gave them visibility and understanding of who was already involved or might become involved and allowed them to develop further insights on individual stakeholders and groups.

The fact that these activities were all happening in the same place/area had been largely accidental – the deliberate mapping activities enabled more pro-active coordination of the various actions and activities, through a more in-depth understanding of the stakeholder ecosystem. Most cities have an implicit understanding of their main stakeholders. Krakow's approach sought to make that understanding both more explicit and more comprehensive. This type of approach is important to remove false assumptions and confirm anecdotal views.

Understanding Your Local Conditions

Understanding your local conditions is helpful to see the context in which you and your stakeholders are operating. Understanding the context your local delivery partners are working with gives you a good insight into what might be important to them and what challenges they may be facing too. It also helps you to see which options for solutions / methods might be open to you and which will not be.

The iPESTLE method is a simple tool to help you structure this process. The letters in iPESTLE stand for seven 'headings' to look at when assessing your local context. These are information, Political, Economic, Social, Technological, Legal and Environmental.



Think about which of these areas cause the Implementation Challenges you face in your city and be specific about which things within each heading have which effects. Also think about the conditions that make things easy – where are the opportunities you could make use of to help your implementation? Think about the areas you do not normally consider – what new insights or opportunities does this give? For the conditions that cause implementation barriers, which of the conditions could you alter and how?

NANTES & GOTHENBERG/Stay Tuned

The teams from both the cities of Nantes and Gothenburg (France and Sweden, Stay Tuned) had to stay very much on top of their local conditions throughout their implementation. Both city education functions underwent major restructures during the course of the project and this dramatically changed the conditions into which both cities were implementing their action plans. As a consequence, the teams had to adjust their approach in the right way to take account of these changing conditions and ensure that their implementation was still effective in the new system.

Sometimes the changing conditions could make things more difficult and sometimes it makes things more favourable and removes barriers. Gothenburg for example used the newly centralised functions to gain greater support for cross-city working and a more broad-based buy-in for their work. In the case of Nantes, they needed to adjust their plan and their approach accordingly, but they also found that the methods they were using to implement their actions were also giving them insights that helped shape the structure of the new department in ways that had not originally envisaged.

Consequently both process of change, the department restructure and the implementation of the action plan, were running in parallel and simultaneously influencing one another. As a result, Nantes approach was to tackle both parallel changes in full awareness of each other, helping both parallel implementations to evolve and develop in sympathy with each other.

Project and Programme Management Methodologies

There are huge numbers of different project management methodologies and even more tools to help you use those methodologies effectively. Choosing the right methodology is dependent on the type of project but also on the local circumstances, city customs and legislation, as well as skills and abilities of the project team and decision makers.

However, whilst it can be difficult to choose one, this should not be a reason for having no structure to your project. If there is no clear methodology, it is very difficult to keep track of your project, spot when things are going off-track and make decisions in a timely fashion. It is also very difficult to communicate with delivery partners about how you intend to work. If you all work differently (or with no structure at all) then this greatly increases the chance of project failure.

There are simple methodologies and complicated ones. If you currently have nothing in place, look for simple methods and tools that will help you to introduce some structure to your projects. If you already have a methodology in place in your city, make sure you follow it properly and help your delivery partners to work in a way that compliments your way of working, ideally adopting the same methodology.

Whichever you choose something simple and light-touch or detailed and thorough, just make sure you do choose one and follow it.

Berlin and Barcelona are both examples of cities with strong governance and project delivery structures to help monitor progress and keep work on track and delivering the intended outputs. The Barcelona team in Stay Tuned for example take a very data and evidence-based approach to projects (both in the identification of problems and in the design and delivery of actions).

Communication of Progress

If you have a robust results framework in place as part of your action plan and implementation plan (based on a clear logic model for your action plan and resulting change) you can use this to communicate interim results and outputs as progress towards your intended long-term result. For results that are not immediately obvious (i.e. results which take months or years to be seen) the intended result may well not be achieved during the project lifetime. Therefore, being able to communicate interim progress is critical to maintain support from stakeholders. They need to be able to see that things are going as intended, even if the final results are not yet visible.

Using your results framework and output measures can help to demonstrate that you are on track as planned. Such a framework is also a useful tool for communicating the intended results of your action plan in the first place. If clearly defined, it can be used to illustrate the logical path from the actions to the outputs through to the intended results. This helps stakeholder to gain a full understanding that is common across your whole stakeholder group.

Once your stakeholders understand that path, you can use the same framework to demonstrate progress along it. People will be more willing to acknowledge progress that they recognise from a plan they understand and support. This also means they will be more confident to communicate that progress to others because they have the clear understanding of the plan and how the achievements are contributing to the intended result. This is particularly important when you rely on others to communicate with key stakeholders.

3.5 Conclusion

This guidance document is the third in a series that focuses on implementation of sustainable urban development strategies in cities. Others in the series cover:

- Preparing for Implementation
- Integrated Approach in Implementation
- Measuring results in Implementation
- Public Procurement in Implementation

