

D8.5

Guidelines on Social Awareness

▪ 768623



REZBUILD



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1. EXECUTIVE SUMMARY

REZBUILD is a H2020 funded project aiming at defining an innovative and collaborative refurbishment ecosystem for transforming RE assets into Near Zero Energy Buildings (NZEB). The project, started in October 2017, will develop and implement 7 technologies to improve energy efficiency in residential buildings, considerably reducing the time for refurbishment and the pay-back period.

The REZBUILD consortium will carry out research activities to develop innovative solutions to improve energy efficiency in buildings and it will deploy these solutions in three demo sites located in Madrid, Oslo and Martellago (Venice).

This deliverable aims at describing the citizen engagement and social awareness methodology elaborated in the REZBUILD project. The implementation of this methodology has already been applied in some of the demo sites. The process, however, will last until the end of the project and for this reason this document will be updated in month 36 with the complete experiences of the engagement and social awareness process in each demo site.

For the elaboration of the methodology, a desk research has been conducted in order to learn from previous experiences at global level and identified the best practice for collaboration and engagement of local Communities, including local authorities and social organisations.

The three demo sites developed in the project present very diverse social frameworks concerning the neighborhoods in which they are located. Different strategies, methodologies and tools have been analysed in order to find the best procedures for each scenario.

The final outcome of this work is a multistep methodology, simple and easy to use by local authorities, companies and social organizations, to be implemented in projects aiming at improving the energy efficiency of residential buildings through the use of new physical solutions and technologies.

2. INTRODUCTION

2.1. Purpose

The purpose of this deliverable is to explain a citizen engagement and social awareness raising methodology to be implemented in the REZBUILD project and that can be replicable in any project of residential refurbishment for energy efficiency.

Effective social awareness is not possible with multi stakeholders collaboration and citizen engagement. For this reason, the REZBUILD project proposed a methodology for both citizen engagement and social awareness, to unlock the synergies between these two close processes. Social awareness on the relevance of energy efficiency is one of the main ways to get to a real change in citizens attitudes and adopt responsible behaviors that can multiply the improvements coming from technological advances.

However, the main goal of the citizen engagement is the fulfilment of citizens rights to be informed and consulted about any process that will impact their life. The execution of this rights has been proven to be an effective way to detect problems beforehand any and avoid conflicts. Therefore, REZBUILD project has elaborated a multi step methodology in order to guide any local authority or company in the implementation of a citizen engagement process. This methodology is being applied in REZBUILD and it will last until the end of the project. For this reason, this deliverable will have an update at the end of the project explaining the real implementation cases in the pilots.

3. Main concepts

Citizen engagement: Citizen engagement is a bi-directional process that allows citizens to participate in the policies and projects that have a direct impact in their life. Citizen engagement can be implemented both by public authorities or private organization in the framework of their activities. Citizen engagement is premised on the principle that people should have -and want to have- a say in the decisions that affect their lives and to be able to increase their wellbeing through their own actions.¹

Social awareness: in the context of this document, social awareness will be defined as the process through which local society or local communities are aware of the need of supporting certain initiatives and principles that will have a real impact in the community as a whole. An effective social awareness ask for tailor made communication actions based on the understanding of local communities or societies.

Decision-making process: the development, adoption, implementation, evaluation and reformulation of a policy document, a strategy, a law or a regulation at national, regional or local

¹ Guidelines on Citizens' Engagement for Development Management and Public Governance, UNITED NATIONS DEPARTMENT OF ECONOMIC AND SOCIAL AFFAIRS, 2011.

level, or any process where a decision is made that affects the public, or a segment thereof, by a public authority invested with the power to do so.²

Stakeholders: any group or community that has an impact on the project or is impacted by the project. The key stakeholders of the REZBUILD project are the tenants living in the buildings that will be refurbished, as well as neighbors associations or environmental organisations in the area.

² [Guidelines for civil participation in political decision making](#), COMMITTEE of MINISTERS, COUNCIL OF EUROPE, 27 September 2017

4. General Framework

Why should any local authority or company implement engagement procedures and consultations to local communities?

Citizen or local engagement has been proven to be an added value in order to ensure **trust and accountability** of general policies and also specific projects, avoiding situations of conflict and fostering acceptance. Citizens who feel involved in a certain activity are more likely to respond in a positive way when any problem arises, and they feel committed to contribute to a co-created solution. This is key for a long term success of any local intervention.

In terms of quality, citizen engagement brings into the policies and projects **new ideas and points of views** that can enrich any activity and make projects more effective because of the introduction of the view of the final users. The bottom up approach has been proven to be more adequate to comply with final users needs.

From a more general point of view, citizen engagement is another way of exercising **citizens rights and human rights**, ensuring all individuals the right to be informed and provide feedback on measures that have an impact in their daily life.

Citizen engagement is also another way to **build local communities** with strong bonds, that can be organized not only for a certain project but also to ensure the future well-being of local communities. It is proven that it is easier to cooperate with local communities which are already organized and have the tradition of taking part in decision making processes rather than with individuals who are most familiar with the decision making processes.

4.1. Sustainable Development Goals

The 17 [Sustainable Development Goals](#) set the path of sustainable development targets to achieve by 2030. These goals, which entered into force on 1st January 2016, were adopted by world leaders in the UN summit that took place in September 2015. It aims to end with all forms of poverty (economic, social and environmental), and calls for actions to act all over the world.




Figure 1 Sustainable Development Goals

Each goal is split in operative objectives that need to be fulfilled in order to achieve the main goals.

The REZBUILD projects contributes to the achievement of some of the SDGs:

7. Affordable and clean energy: energy efficiency in buildings will allow to reduce the energy bill, contributing to eradicate energy poverty and giving the tools for decentralised clean energy production.

9. Industry, innovation and infrastructure: REZBUILD will improve the competitiveness of the construction industry with the development of new solutions for energy efficiency. It will also foster innovation by designing a training on the SDGs and Due Dilligence for companies in the sector.

11. Sustainable cities and communities: the energy refurbishment of the building in REZBUILD will reduce energy consumption and hence the CO2 emission within the cities, making them more sustainable.

12. Responsible consumption and production: the technological measures developed in the project will reduce the energy consumption and the citizen engagement and raising awareness processes will foster more energy efficient behaviors among the owners and tenants.

13. Climate action: REZBUILD will contribute to reduce CO2 emissions in the cities

16. Peace justice and strong institutions: through the citizen engagement process, local communities will ensure the execution of their rights as citizen and situations of conflict will be avoided.

17. Partnership for the goals: the citizen engagement and raising awareness process will create long term partnership between citizens, local authorities and industry to cooperate in the improvement of local areas.

4.2. International Framework

At Global level, [the UNECE Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters](#), also known as the Aarhus Convention. This multilateral convention, signed in 1998, is the main measure to ensure citizens' access to environmental information, enhance public participation in decision making processes concerning environmental initiatives and guarantee the access to justice. The European Union and the 28 Member States are among the signatories of the Convention, as well as Norway.

Concerning the functioning of the main international organizations, many of them have already integrated citizen engagement processes in their decision-making procedures, beyond environmental related initiatives:

- **United Nations (UN):** [Guidelines on Citizens' Engagement for Development Management and Public Governance](#). This document was published in March 2011, as a detailed guide on how to implement citizen engagement processes, especially addressing national policy makers.
- **World Bank (WB)**³: [Strategic Framework for Mainstreaming Citizen Engagement in Operations](#). The paper was published in 2014, in order to mainstream the implementation of citizen engagement processes in all the initiatives supported by the World Bank. The document complements other guides already published by the organization: "Piloting Citizen Engagement in Projects," developed by the Middle East and North Africa region. It offers a comprehensive explanation of the Citizen engagement process and the impact of citizen engagement processes in policies and projects developed by the WB.
- **European Commission (EC):** the [Better Regulation Package](#) (19th May 2015) offers more opportunities to contribute to the EU lawmaking process, from the preparation phase to proposals for new laws and evaluations of how existing laws are performing.⁴ Moving from the general framework to a more specific sector, the EC highlighted the need of a more active role of consumers in the energy market in the [Energy4All](#) initiative. Particularly remarkable from this initiative is the revised **Energy Performance of Buildings directive**, which was approved by the European Parliament on the 17th April 2018. This directive creates a path towards a low and zero-emission building stock in the EU by 2050, encouraging the use of ICT to make buildings more efficient and combatting energy poverty by reducing energy bills, among other measures.

³ [Strategic Framework for Mainstreaming Citizen Engagement in Operations](#), World Bank, 2014

⁴ [Citizen Engagement in Science and Policy-Making](#), JRC Science Hub, 2016

4.3. Objectives in the REZBUILD project

Considering all the reasons above mentioned, it is clear that a process of citizen engagement is mandatory in a project like REZBUILD, which will develop the refurbishment of residential houses in different locations: Madrid, Oslo and Martellago (Venice).

When considering the energy refurbishment of a house, the most effective way for a successful implementation is to engage tenants in the process, by informing about the project and asking their opinion on the proposed solutions. They may also contribute by explaining the main issues the neighborhood is having concerning energy efficiency and environment and help on the design of solutions, mainly in terms of soft measures related to behaviors and attitudes.

Therefore, the REZBUILD project requires citizen engagement to achieve the following objectives:

- Understand the need of the end users/tenants: through the process of citizen participation, REZBUILD project partners achieve a greater understanding of the local framework concerning energy needs and the suitability of the efficiency measures proposed in the project. This direct source of information will allow to develop solutions that fit in best with each location, taking into account also the long terms, considering the maintenance efforts after the project.
- Get tenants consent or permission in order to refurbish their houses: according to some legislations, tenants have to give permission for any work implemented in their homes, even if they are not owners of the houses or the refurbishment works are needed in order to adequate to new environmental and health regulations. In the REZBUILD project, the approval of the tenants community in the demo site in Oslo was mandatory to implement the refurbishment works. The works were approved by the Assemble of tenants, who voted for it. Even when a formal permission is not mandatory, tenants' acceptance is an essential requirement for the success of the project.
- Promote environmental friendly behavior on the use of the solutions installed: tenants' behavior is the key in order to achieve the reduction in energy consumption in the long term. Therefore, it is needed to inform them on the most energy efficient behaviors once the solutions developed by REZBUILD are implemented. As a classic example, it has no sense to put in place an isolation solution for the façades if the people leaving in the building open the windows all the time.

5. Description of the demo-sites

REZBUILD project will implement the develop solution for energy efficiency in three different locations, specifically: Madrid, Oslo and Martellago (Venice). The demo sites correspond to residential buildings, with very different economic, social and cultural backgrounds.

5.1. Madrid:

The demo site in Madrid is located in one of the lowest income neighborhoods in Madrid, San Fermín. The building that will be refurbished is a single-family house whose ownership belongs to the social housing company. The house, as well as the rest of the buildings in the neighborhood, was built in the 40s, right after the Spanish Civil war. People living in the house are living below the poverty line.



Figure 2 Madrid demo site

In general, it is a deprived neighborhood where inhabitants have difficulties to afford the basic expenses: environment or energy efficiency are not among their priorities. Their priority within the project will be to reduce the energy bill, although they are also concerned about health issues.

Concerning public participation and self organization, there is an association of neighbors (Asociación de Vecinos de San Fermín) who promotes social activities and improvement for the neighborhood (e.g. they have been campaigning to have a library in the neighborhood). However, awareness in environmental concerns is still needed.

5.2. Oslo

The demo site in Oslo is located in the Bertramjordet neighborhood, which is about 30 minutes away from the city center. Most of the buildings are multi-apartment blocks. The 70% of the people living in the neighborhood own the houses, and they are part of a housing cooperative. The neighbors living in this demo site are already very active in terms of citizen participation: they elect a Board of Neighbors and they organize general assemblies to vote for new measures, like the approval of the implementation of REZBUILD project in their neighborhood. They are self-organized in order to safeguard neighbors' interest.



Figure 3 Oslo demo site

5.2.1. Tenant's Perception in Oslo

In this framework, ZABALA together with OBOS and SINTEF organized a workshop with the neighbors in order to explain the project and ask them for their opinion and main concerns about it. The workshop was organized in April 2018 and took place in the neighborhood in order to facilitate the participation of the local community. More than ten neighbors attended the

workshop, keeping a manageable number to foster discussion and build a comfortable atmosphere.

After a short presentation of the REZBUILD project, the attendees were asked about three different topics:

- 1- Neighborhood and the state of the houses.
- 2- REZBUILD project.
- 3- Environmental behavior.

The following conclusions came from the meeting:

- 1- About Neighborhood and the state of the houses: the perception of the neighborhood is mostly positive, they appreciate the feeling of living in the countryside but keeping close to the city. The management, through the Board, is also considered as positive, and they have good communication tools, like the Facebook group, the regular meetings or posters for informing about different topics.
Concerning the houses, the neighbors pointed out that buildings need for better insulation of the floors towards the staircase and new systems of ventilation. Some of them stated that it is difficult to regulate heating as well. Finally, they highlighted the need to better adapt the neighborhood for handicapped people and improve the street lighting.
- 2- About REZBUILD project: the general vision towards the project is positive and it is in line with the needs of the neighborhood they have described. Their concern is about the future maintenance of the solutions that will be installed: what will happen after the end of the project? They need to make sure that maintenance after the project will be ensured.
Concerning the engagement process, they think that the participation of the neighbors is absolutely necessary and they want to be informed.
- 3- About the environmental behavior: neighbors are mostly interested in energy savings and they think that monitoring is needed. They asked for some awareness activities on environmental issues, such as being aware on how much energy is wasted in different activities of their daily life. Therefore, they highlighted the benefits of monitoring the energy consumptions per apartment.

5.3. Martellago (Venice)

The third demo site is a social housing building located in the Municipality of Martellago, about 30 minutes away from Venice. The building was constructed between the 50s and the 80s and was selected one month before the publication of this deliverable, consequently, information about the neighbors has not been collected yet. In the upcoming weeks some meetings with the tenants will be possibly arranged to let them be informed about the REZBUILD project, its scope and actions.



Figure 4 Venice demo site

6. Steps to implement a social awareness and citizen engagement plan

Several plans, guides and methodologies has already been developed in order to set the main steps for a citizen engagement and raising awareness process. However, ther is any solution that fits all the situations. This section drafts a methodology specifically made for residential refurbishment projects, putting together the main steps and methodologies explained in the general guides, or guides made for other sectors.

[The European Portal For Energy Efficiency in Buildings](#) already gathers many experiences in stakeholders engagement in building refurbishment projects. But, again, the challenge is to translate those particular cases into a methodology to be applicable in any energy refurbishment project.

As a first step, it is important to highlight that, for a successful and long term engagement process, the concept of **communication and collaboration should be part of the internal culture of any organisation**. All the workers, including the ones that will not be involved in the engagement dynamics, have to be aware of the need of informing and engaging any stakeholder that will have a direct impact from the project/activity that the organization is going to develop. As it will be explained later, there are several levels of engagement, from informing to co-designing, but there should always be collaboration with the stakeholders in order to legitimise any activity.

Context analysis

This step can be considered as part of the engagement and raising awareness process or just a previous stage which, however, is necessary in order to implement a good process and build relationships based on trust. Especially when implementing the engagement process in a city neighborhood, it is interesting to analyse the framework for citizen engagement and communications that the city or the neighborhood offer:

- Are public authorities and/or involved private sector companies aware of citizen engagement processes?
- Has any citizen engagement procedure already been put in practice?

Based on the conducted desk research and the previous experiences of the REZBUILD partners, the following citizen engagement and social awareness methodology has been designed:

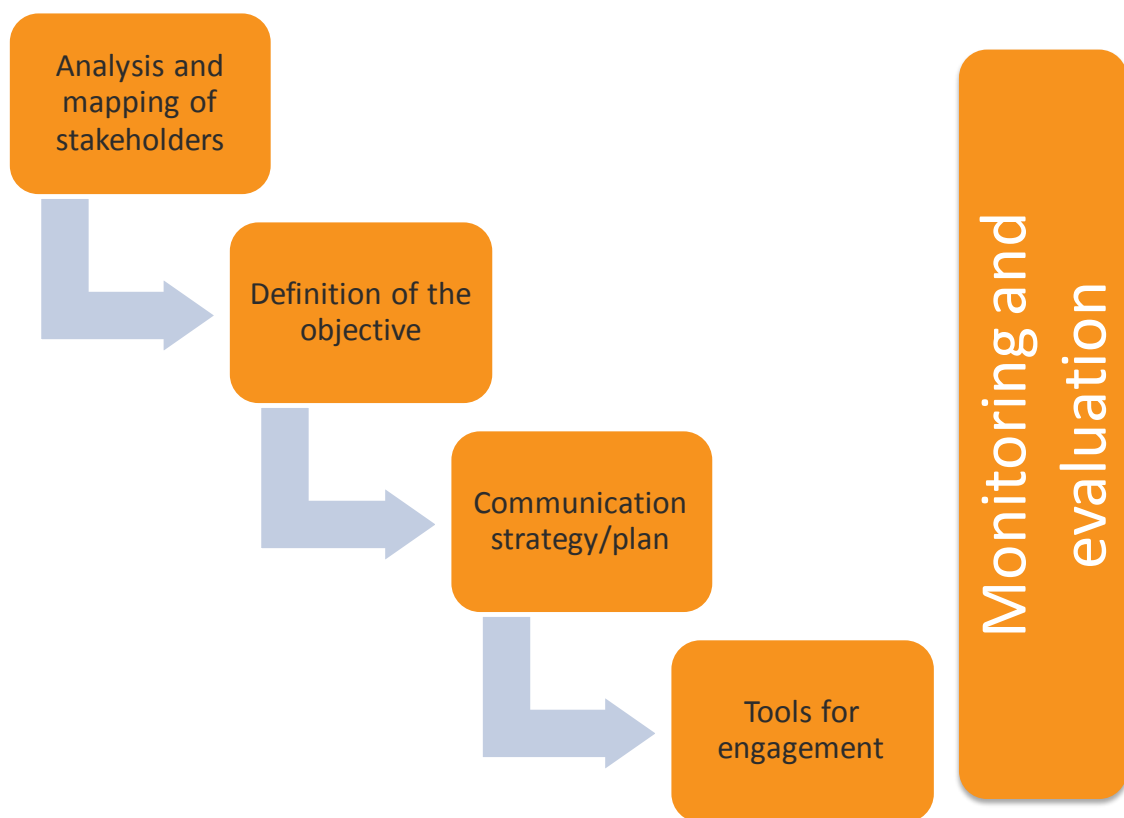


Figure 5: Citizen engagement and social awareness process

6.1. Analysis and mapping of stakeholders:

This step is the beginning of any citizen engagement and social awareness process. It is extremely important to identify which are the stakeholders of the projects. Once identified, a proper characterization is needed in order to understand their priorities and motivations.

Therefore, an active role of local partners, especially local public authorities, is key to identify the correct groups.

The characterization of the stakeholders will contain at least the following information:

- Age
- Cultural background
- Civil state
- Level of education
- Income level
- Environmental concerns
- Main motivations
- Scale of priorities

To conduct the characterization, the REZBUILD project has been in contact with local civil society organizations which know the situation in each neighborhood.

Once the stakeholders have been identified, representing them visually could be very useful. A map of stakeholders is essentially a graphic representation of all the stakeholders identified ranged according to the impact they have in the project and the impact they may be subject from the external.

There are different methodologies to develop a stakeholders' mapping. In REZBUILD, the following questions have been asked in order to make an effective mapping of stakeholders that is useful for the project:

1. Identify all the stakeholders related to your project (tenants, local associations, local authorities)
2. Who are the stakeholders who have most influence in your project?
3. Who are the stakeholders that will be more affected by your project?
4. Which are the motivations and interest of the stakeholders concerning the project?

Once the information about the stakeholders has been gathered, it has been translated into a visual diagram. Although there are many different visualization methods, REZBUILD project has used the matrix below since it offers an easy to understand view:

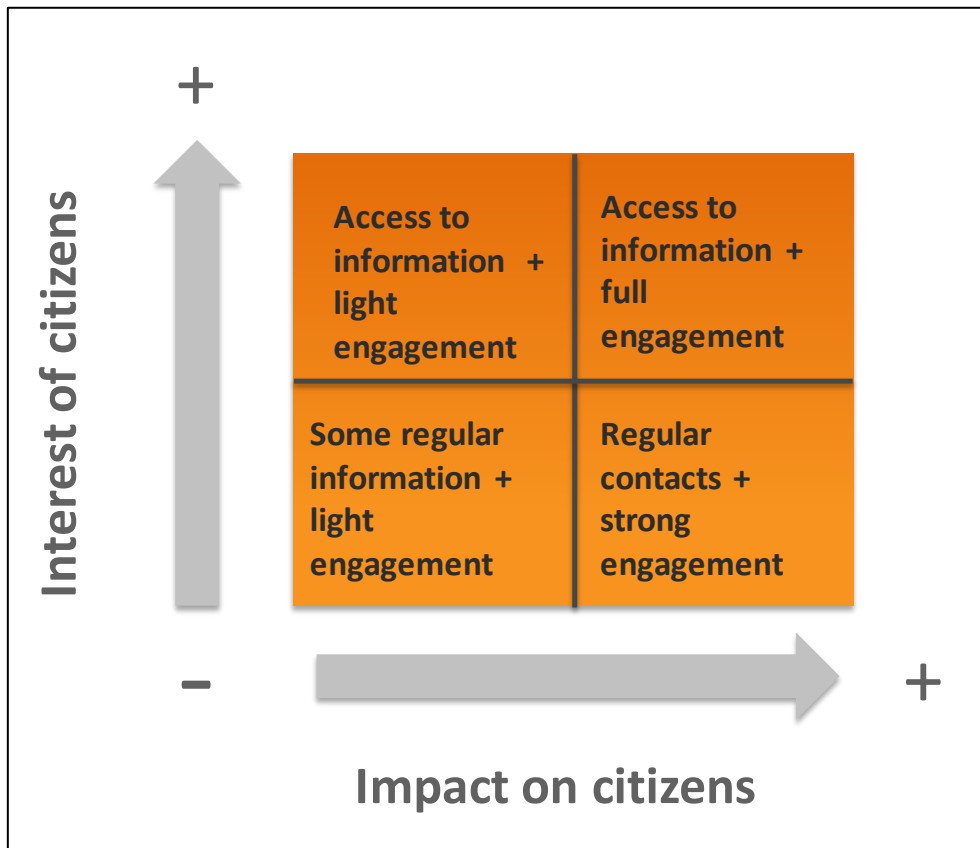


Figure 6: Mapping of stakeholders/citizens

6.2. Definition of the objective:

Together with the mapping of stakeholders, it is essential to clearly define the objective of the stakeholder engagement:

- Inform:** stakeholders are provided with balanced and objective information about the project/activity that is going to be developed. It is important that this information is given to the stakeholders before the starting date of the activities.
- Consult:** the main objective is to obtain feedback on the processes that are going to be implemented directly from the stakeholders. The consultation does not need to be binding, and it is important to state this at the beginning of the process.
- Involve:** to work with the stakeholders directly through all the steps of the project and make sure that stakeholders' points of view are taken into account and considered.
- Collaborate:** include the stakeholder in each aspect of the decision including the development of alternatives and the identification of the preferred solution
- Empower⁵:** Place final decision-making authority in the hands of stakeholders.

In the case of refurbishment projects, where the work is done in residential buildings, the acceptance of the tenants is rather compulsory (it was in Oslo, but not necessarily in Madrid and Martellago). The objective of the engagement and raising awareness processes that are being developed in REZBUILD project is to inform, consult, involve and collaborate. Due to technical and budgetary aspects, the final decision making authority cannot be placed just in the citizens' hand, although their acceptance of the project in general (approach and objectives) is needed.

6.3. Communication strategy/plan:

Communication is key in order to raise interest among stakeholders and build a long lasting relationship.

A clear communication strategy has to be developed since the beginning of the engagement and raising awareness process: local authorities and/or private entities implementing a refurbishment project must define the most adequate ways to communicate with citizens.

An important issue to consider in terms of communication with local communities is the figure of a contact person. This person needs to build a relationship based on trust with the members of the community by giving them accurate information and being available to solve their doubts and concerns. This person can be a worker of the local administrations or the companies implementing the project or can be specifically hired for this purpose. It is advisable, in the case of very close communities, to select someone from the community who can play this role after receiving some training.

The communication with local communities has to start at least one month before any activity or methodology is implemented. Reminders will be sent to all the participant the week before any activity. Depending on the number of participants, age and digital literacy, the reminder will be sent by email or phone calls will be made.

The communication strategy will be build up on the stakeholders analysis and mapping made in the previous steps of this process: **understanding of the stakeholders** is needed in order to define the messages, the messengers and the channels.

1. **Elaborate the message:** the message should offer information about the project but it should be clear enough, in plain language, so that all citizens can understand it. Focus on the impact that the project will have in the community rather than in technical aspects, and highlighted the aspects that are priorities for the community.
2. **Choose the messenger:** the correct messenger can be as important as the message itself. It is always a good option to count on the participation or informal leader or "community champions": people who are specially active and respective within the community to transmit the message to the rest of the individuals, although everyone should have the right to participate directly through different means.

3. **Choose the communication channel:** the most effective channel will be the one that is already used by the stakeholders, so they do not have to do any extra effort to get in touch with the project. It is important to ask stakeholders which channel is more convenient for them. The communication can be done by using posters, calling by phone, sending emails or even posting in social media channels.
4. **Contacting local media** is also very recommendable, as it will help to raise awareness on the initiative and will give recognition to the local communities participation.
5. **Set a calendar with the project milestones that should be communicated:** communication is a living process, and it should be constant in order to build a relation based on trust. Therefore, designing a calendar with the main milestones of the project will help identifying content to communicate to the community.
6. **Maintain the relationship with stakeholders after the engagement effort:** it is important to create continuous occasions for bi-directional communication: information about the project, questionnaires, etc. But always avoiding to spam the citizens: the frequency of communications must be decided in accordance with their availability and interest.

As practical example, the communication activities developed in the Oslo demo site can be summarized as follows:

In the definition of the message it was taken into account that the Community in Oslo, as explained in the section above, is aware of environmental issues. This aspect has been specifically highlighted, together with the "user-friendliness" of the solution to be installed, and ensuring that maintenance after the end of the project will be provided.

Concerning some of the channels that were used, the community of tenants of the Oslo demo site already has a group on Facebook in which the members are very active. This group is being used to publish information about the project and also to announce and organise workshops between the tenants and the partners of the project.

6.4. Choose the most suitable tools for engagement:

There are many different methods and tools to engage citizens and raise awareness. The following methods are just the most common ones, and the ones that were found to be more useful for the REZBUILD project. Checking the bibliography of this document, however, it will be possible to find guidelines and toolkits that propose other engagement activities:

- **Workshops:** it is a discussion or practical working session about a specific topic in which attendees share information, knowledge and experiences. Workshops are one of the most used methodologies for citizen engagement and raising awareness as it enables direct contact and sharing among stakeholders.

A workshop has to be tailored made for each occasion, taking into account both the needed participants and the topic. It is always better to start with a presentation to introduce the topic and to prepare some questions to start the discussion.

Advantages: it is an excellent opportunity to acquire information at first hand and get in touch with the stakeholders. It is a good practice to build a community.

Disadvantages: it requires time and commuting and some participants can lose interest due to the effort required.

- **Focus groups:** this is a technique belonging to marketing, but can be useful to test the citizen acceptance of specific solutions or measures within the project. A small group of people (less than 10), gathers together in order to discuss about a certain solution or product. The discussion is focused on the preferences of the attendees towards a certain product or service.

Advantages: acquisition of first hand information to tailor made the products or solutions.

Disadvantages: it requires time and commuting and some participants can lose interest due to the effort required.

- **Planning for Real:** this methodology gathers together the main stakeholders of an area and tries to co-design the measures to improve the neighborhood.

Advantages: it can help in building a common view for the future of a certain community.

Disadvantages: it can create ideas that are impossible to be implemented.

- **Forums:** groups that meet with a periodic frequency to discuss about a certain topic. A forum on the "future of the neighborhood" can be a good space to engage citizens and empower them. The forum can meet physically and also have a virtual space (Facebook group, specific website...).

Advantages: it can build a strong sense of community and engage citizens in the long term

Disadvantages: forum members have to be really committed not to let discussions die.

- **Web-based engagement:** the use of social media (Facebook, twitter) can also be useful for raising awareness, depending on the profile of the community.

Advantages: it does not require effort to get involved

Disadvantages: the target community may not be familiar with social media.

7. Monitoring and evaluation

Continuous monitoring and evaluation enable participants of the engagement process to assess until what extent they are achieving the objectives of the activity and change or correct any aspects that is not working or is not giving the expected results. Monitoring and evaluation is also a way to encourage further engagement and participation, highlighting the success of the project and offering reasons to continue.

The monitoring and evaluation processes have to assess:

- The engagement and raising awareness process itself
- The results of the process
- The impact

The local authorities or companies promoting the engagement process can implement different method for the monitoring and evaluation, but always taking into account that the engaged community has to co-lead this process to make sure that both sides achieve their expected results.

The following tools are planned to be used in the REZBUILD project:

- Informal reviews: meetings with citizens to discuss about the progress of the process and the barriers they find
- Surveys and polls: satisfaction surveys and polls can be sent to all the parties involved in the engagement process in order to know their opinion. This surveys can be anonymous and made by ICT tools or paper, or can be informal interviews with members of the community.
- Reviews: formal reviews analysing data and results generated in the process.

8. Main challenges and obstacles for citizen participation

Although specific challenges and obstacles can be found in each particular process, the following barriers are common to all of them:

Time: an engagement process can take a large period of time to be effective. It is therefore important to start this process even before the beginning of the projects, so that the acceptance of local communities is ensured.

Lack of interest: the topic of the project (environmental measures) might not be among the priorities of local communities, especially when talking about deprived communities. A good characterization of the stakeholders will help to communicate based on their system of priorities (E.g. they might not be so concerned about environmental issues but they can be willing to reduce the energy bill or improve health conditions).

Education level: some communities are formed by people with very poor educational level who may need some training before joining the process to understand the main principles.

Lack of trust in the local authorities or companies: a tense relationship between local communities and authorities can make very difficult to start a process of engagement and raising awareness.

Inclusion of different profiles in the community: some local communities may have internal conflicts among the members, that can lead to situations of exclusion of some of them. The importance of achieving a common benefit must be highlighted in these cases.

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