



ENGAGEMOVE: ROADMAP OF STAKEHOLDER ENGAGEMENT METHODOLOGIES

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About GOLIA

GOLIA is a project focused on Governing, Optimising and Leveraging Innovation in cities through data-driven and social-optimum led approach. It aims to ensure an adaptive, accessible and just mobility system planned and governed with the help of digital assets, but also with the inclusive and co-creational policy making processes. Through the integration of STEM and SSH expertise and approaches, GOLIA will revolutionize spatial and mobility planning by co-developing and testing vision-led Social Optimum Mobility Index, a metric to assess urban mobility systems based not only on economic variables but also on indicators such as social support, healthy life quality or freedom to make life choices. The index will be location and time dependent to enable dynamic management of transport offer and spaces.

The project will analyse the policy making processes, citizen engagement practices and digital assets of the three Partner cities and with the gained knowledge, it will create an integrated, interdisciplinary and Adaptive Mobility Smart Governance Model. GOLIA aims at understanding to which extent and under which conditions, data generated by Smart Cities supported by AI-based tools novel communication and consultation channels and methodologies to engage citizens and stakeholders might foster the establishment of a new inclusive and adaptive mobility governance. GOLIA's goal is to identify governance models able to deliver policies resilient to political instability, extreme weather events, pandemics or any other more or less disruptive event, as they are co-developed, co-designed, and co-monitored by and for citizens and firms.

1 Deliverable Detailed Information

1.1 Key words

Stakeholder engagement methodology, Co-creation processes, Inclusivity, Mobility, European cities

1.2 GOLIA Outputs Mapping to GA Commitments

GOLIA GA Item	GOLIA GA Item Description	Document Chapter(s)	Justification
DELIVERABLE			
D1.2 ENGAGEMOVE: Roadmap of stakeholder engagement methodologies	<i>This deliverable defines ENGAGEMOVE, the toolkit describing the most suitable SSH-led stakeholder engagement methodology to be adopted depending on local geographic areas, stakeholder typology and the specific mobility challenge addressed. It includes evaluation framework for engagement processes and specific solutions</i>	Chapter 5-10.	<i>Chapter 5-10 contains description of stakeholder engagement methodologies, mapping and evaluation of the methods as well as evaluation framework for engagement processes.</i>
TASK1.2			
ST1.2.1	<i>Developing ENGAGEMOVE: SSH-led methodologies for engaging stakeholders in mobility decision making.</i> <i>In this sub-task SINTEF, will map available methodologies for engaging stakeholders in an inclusive way. The mapping will be based on the toolbox for engagement methods for climate, energy and mobility transitions (SSH centre) and existing methodologies used by the cities members of POLIS and EUR. Available engagement methods will be evaluated according to their suitability concerning problem framing, inclusivity, suitable target groups (experts and/or non-</i>	Chapter 5, 6 and 7.	<i>Chapter 5 defines stakeholder engagement methodologies and explain why such methodologies are important when developing digital tools and data layers for cities.</i> <i>Chapter 6 defines evaluation parameters; inclusivity, target groups, resources and scalability, used to evaluate engagement methodologies.</i> <i>Chapter 7 presents mapping and evaluation</i>

	<i>experts groups), number of participants, time, and resources.</i>		of 25 engagement methodologies.
ST1.2.2	<i>Developing evaluation framework for engagement processes and specific solutions supported by the GO-X modules. BAX will develop the evaluation framework, in consultation with SINTEF, POLIS, IDIT and EUR. The evaluation framework will rely on CIVITAS MUSE evaluation framework, and it will have two main dimensions: (1): The evaluation of the perceived effectiveness of the engagement process and the perceived “usefulness” and effectiveness of the supporting GO-X digital modules, identified and mapped by SINTEF in T1.2.1. BAX will identify the best mix of methodologies to achieve the scope, including TAM, SUS and NPS (process evaluation); (2): The evaluation of the specific topic of discussion, which will be supported by the GO-X modules, in compliance with MaaR (impact evaluation). BAX will use the evaluation framework in T3.1</i>	<i>Chapter 9.</i>	<i>Chapter 9 presents the evaluation framework for engagement processes that will take place in GOLIA cities, including Chapter 9.6 on the evaluation of the user-facing GO-X modules (GO-INFO, GO-KNOW, GO-WISDOM) via a TAM/SUS/NPS instrument mix.</i>

Table 1: Deliverable Adherence to Grant Agreement deliverable and work description

2 Executive summary

This deliverable defines ENGAGEMOVE, the toolkit describing the most suitable SSH-led stakeholder engagement methodology to be adopted depending on local geographic areas, stakeholder typology and the specific mobility challenge addressed. It includes evaluation framework for engagement processes and specific solutions.

ENGAGEMOVE is a comprehensive toolkit developed within the GOLIA project to identify, map, evaluate, and apply SSH-led stakeholder engagement methodologies for mobility policy making and planning in European cities. It provides cities with practical guidance on how to design inclusive, effective, and context-sensitive engagement processes that support just and sustainable mobility transitions.

The report begins by establishing the conceptual foundations for stakeholder engagement, emphasising its role in ensuring transparent, inclusive, and socially grounded mobility governance. It highlights how mobility transitions are embedded in everyday practices and local contexts, and therefore require participatory processes that incorporate diverse forms of knowledge, including those of vulnerable and underserved groups. The deliverable also presents a critical reflection on co-production methodologies, acknowledging risks such as reinforcing existing hierarchies or privileging expert knowledge.

A central output of ENGAGEMOVE is the systematic mapping and evaluation of 24 engagement methods. A fact sheet for each method is elaborated in chapter 7. These methods are assessed according to four key parameters: inclusivity, target group, resource requirements, and scalability. The mapping draws on the SSH Centre toolbox, methodologies from POLIS and EUR networks, and insights from EU projects such as ACCTING, SHARED GREEN DEAL, and EnergySHIFTS.

The deliverable further provides tailored engagement strategies for the three GOLIA partner cities – Florence, Pilsen, and Antwerp – each selected to address specific local needs and mobility challenges. These use cases illustrate how engagement methods can be adapted to different governance contexts, stakeholder constellations, and project objectives.

ENGAGEMOVE also introduces a dedicated evaluation framework for assessing engagement processes within GOLIA. Questionnaires are designed to evaluate both the procedural quality and the substantive outcomes of engagement activities. The framework additionally covers the user-facing GO-X modules (GO-INFO, GO-KNOW and GO-WISDOM), which will be evaluated in the T3.1 living labs through a tailored combination of the Technology Acceptance Model, the System Usability Scale and the Net Promoter Score.

Finally, the deliverable offers practical recommendations for cities, covering resource planning, facilitation expertise, timing, recruitment, communication, and operational considerations for running effective engagement processes.

ENGAGEMOVE delivers a comprehensive, evidence-based toolkit that supports European cities in designing, implementing, and evaluating inclusive stakeholder engagement for mobility planning. It provides both methodological clarity and practical instruments, contributing directly to GOLIA's broader objective of fostering adaptive, just, and socially grounded mobility governance.

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3 List of abbreviations and acronyms

Acronym	Meaning
ASAP	As Soon As Possible
B2B	Business-to-business
B2C	Business-to-Consumer
EC	European Commission
GA	Grant Agreement
KoM	Kick-off Meeting
KPI	Key Performance Indicator
WP	Work Package
TM	Transition Management
SSH	Social sciences and humanities

4 Purpose of the deliverable

4.1 Attainment of the objectives and explanation of deviations

The objectives related to this deliverable have been achieved in full and as scheduled.

4.2 Intended audience

This deliverable defines ENGAGEMOVE, the toolkit describing the most suitable SSH-led stakeholder engagement methodology to be adopted depending on local geographic areas, stakeholder typology and the specific mobility challenge addressed. It includes an evaluation framework for engagement processes and specific solutions.

The report is intended for all stakeholders interested and working with transport and mobility planning. The report is particularly intended for European cities and transport and mobility planners across Europe. The report provides knowledge and examples on how to carry out stakeholder engagement processes, which is needed in order to plan and develop just, inclusive and sustainable mobility system.

4.3 Structure of the deliverable and links with other work packages/deliverables

ENGAGEMOVE is about mapping and evaluating SSH-led methodologies for engaging stakeholders in mobility decision making. The available engagement methods have been evaluated according to their suitability concerning problem framing, inclusivity, suitable target groups (experts and/or non-experts groups), number of participants, time, resources, and scalability. The mapping builds on the toolbox for engagement methods for climate, energy and mobility transitions (SSH centre) and existing methodologies used by the city members of POLIS and EUR. Furthermore, the mapping is informed by knowledge sharing from other EU initiatives, such as the ACCTING project and SHARED GREEN DEAL project.

WP1 is the main contributor with the responsibility of mapping and evaluating of engagement methodologies, identifying engagement methods for partner cities, as well as developing evaluation framework to evaluate the level of inclusion of engagement methods carried out in WP3.

ENGAGEMOVE is a direct input for the GO-INFO module (T2.3). The ENGAGEMOVE roadmap will define the functional requirements for the public-facing components of the platform, such as the citizen survey tools and feedback mechanisms. In addition, ENGAGEMOVE provides the evaluation framework through which the user-facing GO-X modules (GO-INFO, GO-KNOW and GO-WISDOM) will be assessed in the partner-city living labs of T3.1, as described in Chapter 9.6.

ENGAGEMOVE is responsible to identify and tailor inclusive engagement methods for partner cities. Engagement processes in partner cities will be carried out in WP3. The evaluation framework will be fundamental for the evaluation of the living labs of T3.1.

5 Introduction to stakeholder engagement

5.1 Definition of stakeholder engagement method

Including citizens and stakeholders is increasingly seen as a necessary part of decision-making on climate, energy, and mobility issues^{1,2}. Participation and engagement methods are important tools to make sure decision-making processes are transparent, inclusive, and informed by the perspectives and needs of the communities affected by the decisions. Thus, engaging stakeholders and citizens is necessary to implement successful new mobility policies, plans and innovations. This can contribute to more effective solutions and greater community ownership, increased acceptance and trust in policymaking, as well as increasing resilience of agreed policies against political instability. For instance, studies have shown that the success of schemes to calm traffic, rely on the support of the local community that depends upon the openness of the consultation process³.

GOLIA brings the research on transport and mobility beyond state of the art by systematically adapting and developing existing participation and engagement tools so that groups or areas considered to be especially vulnerable or underexplored (rural areas, elderly populations) are included and prioritised^{4,5}. The methodology draws from SSH-led approaches to stakeholder engagement, where existing methods are mapped and evaluated based on their relevance to the use case, inclusivity, target group (experts or non-experts), scalability, and resource requirements. The mapping will integrate tools from SSH Centre toolbox for climate, energy, and mobility transitions⁶, from the ACCTING project and open studio (pilot 7 and 8) , 4 mobility labs focusing on schools and cities co-created in the SHARED GREEN DEAL project along with methodologies from cities in POLIS and EUR networks. To this aim, dedicated meetings with ACCTING⁷ and SHARED GREEN DEAL⁸ project coordinators will be organized at the beginning of the ENGAGEMOVE development to gather best and bad practices, but also practical tips on effective engagement approaches, (i.e. on how to better include vulnerable groups) depending on the scope of consultation. To enhance its practical application, GOLIA evaluates each method's contextual suitability, such as its relevance to local geographic

5.2 When is stakeholder engagement useful?

Within the GOLIA project, understanding the needs, experiences and expectations of residents, stakeholders and user groups is essential for shaping effective and just mobility transitions. There is a large body of research literature on engagement methodologies⁹. Engagement methodologies imply navigating sustainability transitions together with public authorities, business, interest groups and representatives of the population, explore solutions for liveable and sustainable cities. There are many possible paths towards a sustainable future, and it can be demanding to navigate in a world that is constantly changing. The purpose of stakeholder engagement is to set a “compass course” together that provides a solid foundation for developing mobility policy and introducing measures - such as car restrictions and

¹ Ryghaug et al., 2023

² Ryghaug & Skjølsvold, 2021

³ Taylor & Tigh, 1997

⁴ Camarero et al, 2019

⁵ Carvalho et al, 2019

⁶ Solbu et al., 2023

⁷ <https://accting.eu/>

⁸ <https://sharedgreendeal.eu/>

⁹ Suboticki et al., 2023

mitigation measures - in a way that meets the needs of the population. Stakeholder engagement is useful for several distinct but interrelated reasons.

Understanding local realities and everyday mobility practices

Because mobility practices are rooted in everyday routines, social relations and local conditions^{10,11}, transitions cannot be guided by technology or planning tools alone. They must be informed by the people who navigate the system daily. A participant-centred approach helps reveal how different groups experience barriers, uncertainties or unintended consequences of new transport measures—issues highlighted in research on how mobility systems can reproduce inequality^{1,12,13}. This insight is particularly important for identifying where vulnerable may arise or underserved populations may be negatively affected, and for ensuring that proposed solutions genuinely improve accessibility, safety and quality of life¹⁴.

Building trust, ownership and legitimacy

By involving residents, community organisations and mobility users early in the process, GOLIA can strengthen trust, ownership and legitimacy in the transition process. Studies have shown, for instance, that the success of traffic calming schemes relies on the support of the local community, which in turn depends on the openness of the consultation process³. Participation thus contributes to greater community ownership, increased acceptance of - and trust in - policymaking, as well as greater resilience of agreed policies against political instability.

Generating ideas and building shared visions

Engagement and participatory processes also play a strategic role in generating new ideas, surfacing conflicting needs, and building shared visions for future mobility^{15,16}. Thus, such processes may help ensure that solutions are not only technically feasible but socially meaningful and locally grounded. In this sense, participation is not an add-on, but a precondition for developing mobility systems that are inclusive, resilient and responsive to the realities of the places they serve^{17,1}.

Enabling systemic re-thinking of mobility

Sustainability transitions of mobility systems require a fundamental re-thinking of the systems that shape everyday life. As Gaziulusoy and Ryan¹⁸ point out, transitions demand the ability to creatively imagine entirely new socio-technical systems—complete with new institutions, governance models, technologies, services, norms and practices. Such system-wide re-conceptualisations cannot be carried out top-down. They rely on inclusive participatory processes where diverse stakeholders can deliberate on what desirable futures should look like, what values they should embody, and how strategies for achieving them should be negotiated. In this view, participation is not merely a consultative step, but also a political and transformative act ensuring that the visions guiding transitions reflect the lived experiences, aspirations and concerns of the communities they will ultimately reshape¹⁸.

¹⁰ Sheller & Urry, 2006

¹¹ Shove & Walker, 2010

¹² Pereira et al., 2017

¹³ Mullen & Mardsen, 2016

¹⁴ Lucas et al. 2016

¹⁵ Hajer & Versteeg 2019

¹⁶ Nikolaeva & Nello-Deakin 2019

¹⁷ Schwanen, 2021

¹⁸ Gaziulusoy & Ryan, 2017

Broadening the knowledge base beyond technocratic approaches

SSH scholars have long called for a broader epistemic orientation within mobility planning, critiquing the dominance of neoliberal paradigms and technocratic approaches in mobility governance. Turnhout et al.¹⁹ argue that the prevailing reliance on biometric-quantitative inputs in mobility planning narrows the research agenda, limits the scope of mobility strategies, and risks alienating local actors. Stakeholder engagement is crucial when developing digital tools and data layers for cities. In GOLIA we develop so called ‘Personas’¹⁸ that represent individuals living in the GOLIA city use cases to ensure digital tools and data layers represent the heterogeneous group of individuals living in the city.

5.3 Examples of stakeholder engagement in other projects

This chapter presents examples of stakeholder and citizen engagement from other EU initiatives. The examples show how engagement objectives have been translated into concrete methods in different contexts. They are intended as a practical source of inspiration for cities, supporting the selection, adaptation, and design of engagement approaches that fit local needs, capacities, and project objectives.

A relevant example of stakeholder engagement for the GOLIA project can be found in the EnergySHIFTS project²⁰ and particularly its workshop on *Inclusive Engagement in Energy*, which focused on practical approaches to inclusive, socially aware low carbon mobility transitions^{21,22}. The EnergySHIFTS approach relied on bringing together SSH researchers, transport practitioners, civil society organisations and policy actors in an interactive world café format. This method allowed participants to rotate through discussions on definitions of inclusive engagement, challenges in practice, methodological experiences, and expectations for EU level policy support. By foregrounding lived experiences, trust-building, and long-term dialogue, the workshop created a space in which diverse publics—including those typically underrepresented in mobility planning, could articulate needs, constraints, and forms of participation that matter to them. The discussions also exposed structural tensions between accelerating transitions and ensuring meaningful inclusion, highlighting the need for engagement methods that recognise complexity, allow for dissent, and create opportunities for co-creation across different groups.

Adapting the EnergySHIFTS example of stakeholder engagement to GOLIA therefore means adopting structured, iterative and context sensitive engagement processes that recognise the diversity of urban publics and the sociotechnical nature of mobility transitions. It involves creating forums where different actors can explore challenges together, question assumptions built into mobility technologies and policies, and jointly define what an inclusive mobility system should look like. This type of engagement is essential for GOLIA’s mission to ensure that emerging governance models, decision support tools and urban mobility innovations reflect socially grounded priorities and contribute to a more equitable, resilient and democratic mobility system across Europe.

¹⁹ Turnhout et al., 2014

²⁰ <https://energy-shifts.eu/ecr-innovation-awards/>

²¹ <https://energy-shifts.eu/scoping-workshop-reports/>

²² Suboticki et al., 2019

Experiences from the ACCTING Project

Open Studios were used as an intensive co-creation method to address complex issues such as transport poverty, sustainable mobility, and social inclusion. Open Studios are structured, two-day workshops involving around 15–25 participants, typically representatives from civil society organizations, practitioners, researchers, and other relevant stakeholders. The process is designed to move from problem framing on the first day to solution development on the second, using creative techniques such as personas to foster empathy, stimulate innovation, and distance participants from purely personal or institutional perspectives.

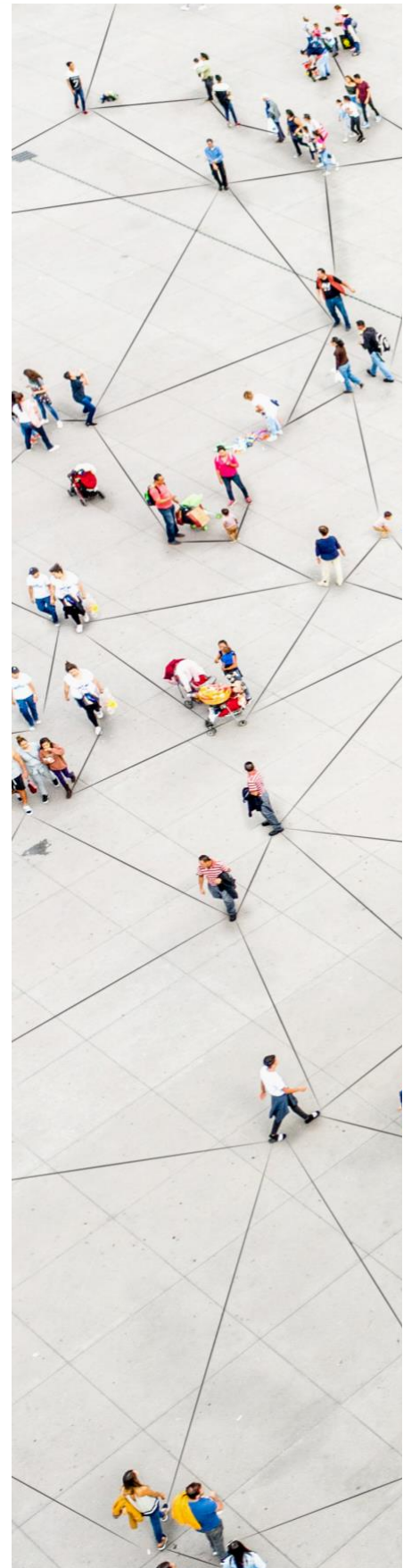
The method alternates between phases of divergence and convergence, with participants working first in larger groups to explore challenges and later in smaller groups to develop concrete ideas, priorities, and follow-up actions. External participants are compensated for their time, acknowledging the intensity of the two-day commitment. While Open Studios are considered highly inclusive and effective in generating user-centred and actionable outcomes, they are also resource-intensive and require strong preparation, skilled facilitation, and appropriate (digital or physical) collaboration tools.

For the GOLIA project, the ACCTING experience illustrates the potential of intensive, well-facilitated engagement formats when addressing complex and socially sensitive mobility challenges. Open Studios may be particularly valuable at key moments of problem definition or solution design, where depth of discussion and co-creation is more important than scale.

Further reading:

<https://accting.eu/open-studios/>

Callerstig, A. C., Denis, A., Kerremans, A., & Tzanakou, C. (2024). Open studios as a methodology: Exploring opportunities and challenges in design thinking for collaborative feminist research approaches. *Resisting the pandemic. Better stories and innovation in times of crisis*, 73.





Experiences from the SHARED GREEN DEAL Project

Urban Mobility Labs were used as a participatory engagement method to support the transition towards more sustainable mobility in and around schools in 4 European cities: Sofia (Bulgaria), Panevėžys (Lithuania), Braga (Portugal) and Galway (Ireland). The *Urban Mobility Labs* are designed as longer-term, process-oriented engagement formats, bringing together young people and relevant stakeholders to collectively explore, design, and implement solutions for sustainable school mobility.

The method follows a three-phase structure:

1. *Co-Identification*, where mobility challenges and needs are jointly identified;
2. *Co-Selection and Co-Preparation*, focusing on prioritizing issues and preparing concrete actions; and
3. *Co-Development and Co-Implementation*, where solutions are further developed and put into practice. This phased approach allows participants to move gradually from awareness-raising and exploration to tangible action.

Urban Mobility Labs are deliberately broad and inclusive in terms of participants. They typically involve young people aged 10–18, alongside teachers, parents, and school administrators. Activities are usually organized during school hours, which supports participation and helps integrate the process into everyday school life. The process usually extends over approximately one year, with several meetings spaced over time, enabling reflection, learning, and adaptation.

A key objective of the *Urban Mobility Labs* is to raise awareness of sustainable mobility choices, particularly in the school context, while empowering participants, especially young people, to actively contribute to shaping solutions. The method combines educational elements with co-creation, fostering ownership and long-term engagement rather than one-off consultation.

From an implementation perspective, *Urban Mobility Labs* are resource-intensive, requiring sustained commitment from facilitators, schools, and local authorities over an extended period. However, this investment supports deeper engagement, capacity building, and the integration of sustainability considerations into local routines and practices. The SHARED GREEN DEAL experience shows that *Urban Mobility Labs* are particularly suited to contexts where behavioral change, learning, and gradual transformation are central objectives.

Further reading:

<https://sharedgreendeal.eu/resources/accelerating-transition-sustainable-mobility-schools>

Best practices and practical tips from ACCTING and SHARED GREEN DEAL

The ACCTING experience and the SHARED GREEN DEAL experience illustrate the potential of stakeholder engagement methodologies when addressing complex and socially sensitive mobility issues. Both initiatives organized well-facilitated engagement meetings with broad involvement of stakeholders. From an implementation perspective, Open Studios and Urban Mobility Labs are resource-intensive, requiring sustained commitment from facilitators and participants over an extended period. However, this investment supports deeper engagement, capacity building, and the integration of sustainability considerations into local routines and practices.

The initiatives illustrate several best practices and practical tips; (1) broad involvement require sufficient time in the planning phase, (2) engagement processes should take inclusivity into account and ensure involvement of vulnerable and left out groups, such as youth and children and (3) small experiments as part of the engagement process can foster a deeper understanding of the challenges addressed. Learnings from ACCTING and SHARED GREEN DEAL were taken into account when tailoring engagement methodologies for GOLIA cities.

As part of GOLIA, several examples of stakeholder and citizen engagement were collected from various European initiatives. Table 2 presents an overview of the engagement methods identified, illustrating the diversity of approaches applied across European initiatives. The examples can be used as inspirations for how such processes can be initiated and carried out, with hands on tips from practitioners.

Project	Stakeholder engagement method and aim of process
SHAPE-ENERGY Project	Storytelling to support dialogue across diverse disciplines and interests regarding local energy challenges and future pathways. <u>Further reading:</u>
Grenoble-Alpes Métropole	Citizen assembly. 100 randomly selected residents, reflecting local diversity, co-created the metropolitan climate strategy through a multi-month deliberative process supported by experts and stakeholders. The convention produced concrete proposals on emissions reduction and carbon neutrality, many of which were later adopted by the Metropolitan Council. <u>Further reading:</u> https://netzerocities.app/resource-2656 https://energy-cities.eu/grenoble-shows-us-how-to-meaningfully-involve-citizens-in-the-transition%E2%99%BC/ https://netzerocities.eu/2025/12/04/trying-to-talk-to-the-emotions-engaging-citizens-on-local-climate-action-needs-both-head-and-heart/
Burgerbegroting Antwerp	Participatory Budgeting. Residents in Antwerp can directly allocate 10% of the city's yearly budget to projects that can improve their daily lives. Emphasis on deliberation through direct discussion, consensus-building, and outreach to marginalized or hard-to-reach communities. <u>Further reading:</u> https://netzerocities.app/resource-2923 https://burgerbegroting.be/ (in Dutch)
SHOW project	Ideathons and Hackathons. Cities organized ideathons and hackathons as part of locally tailored engagement strategies to involve citizens and key stakeholders in the

	design of automated mobility services. Creative ideathons gathered ideas on end-user needs and system gaps, which were then further developed into concrete solutions during hackathons and validated through follow-up focus groups. Further reading: https://tips.hackathon.com/article/what-is-a-hackathon https://show-project.eu/wp-content/uploads/2024/11/SHOW_D9.4_Users_engagement_Final_combined1.pdf
EmpowerMed	Citizen Advisory Assemblies were implemented in Barcelona as a participatory engagement method to address energy poverty. The assemblies bring together people with lived experience, activists, and experts in a peer-to-peer setting, combining mutual support, regular dialogue, and data collection to inform broader strategic and policy discussions. Further reading: https://doi.org/10.3390/su13179671 https://www.empowermed.eu/ https://netzerocities.app/resource-2722
Participatory Value Evaluation - Netherlands	Participatory Value Evaluation is a large-scale citizen engagement method used in several Dutch cities to support complex mobility decisions. By inviting citizens to act as policymakers and make tradeoffs between options under realistic constraints, PVE enables nuanced, less polarized input from large and more representative groups, providing policymakers with actionable insights into public values and priorities. Further reading: https://www.polisnetwork.eu/wp-content/uploads/2025/12/2D-Martijn-de-Vries.pdf
SUMP Development in Ljubljana	Informal and Place-Based Engagement in Public Space. During the preparation of its Sustainable Urban Mobility Plan, Ljubljana experimented with an informal, place-based engagement method by integrating citizen participation into a street theatre festival. By engaging people in a familiar cultural setting rather than formal consultation meetings, the city reached a broader and more diverse audience and enabled spontaneous, open dialogue, demonstrating how informal formats can complement traditional planning processes and enhance inclusiveness. Further reading: https://www.polisnetwork.eu/wp-content/uploads/2025/12/1H_Aidan-CerarAnja-Slapnicar.pdf
Bicipark Lisbon	Iterative User-Centred Co-Creation for a Public Bicycle Parking Service. Bicipark is a public service providing secure bicycle parking to support everyday cycling in the city. It was developed and improved through an iterative, user-centered engagement approach, combining early user research with continuous feedback loops during operation. By regularly collecting insights from users and analyzing usage data, the service was progressively adapted, e.g. in terms of access conditions, pricing, and features, demonstrating how ongoing engagement can support responsive and evidence-based mobility service design. Further reading: http://polisnetwork.eu/wp-content/uploads/2025/12/1H_Sofia-Taborda.pdf

CoSIE (Co-creation of Service Innovation in Europe	The CoSIE project implemented ten real-life co-creation pilots aimed at strengthening citizen involvement in shaping public services. The pilots focused on engaging end users and informal support networks, particularly vulnerable and “hard-to-reach” groups, in the collaborative design of services addressing significant societal challenges across different life stages. CoSIE Pilots • Poland: Co-housing of Seniors • Estonia: Disabled People in Remote Areas • Spain: Entrepreneurial Skills for Long-term Unemployed • Hungary: Household Economy in Rural Areas • The Netherlands: No Time to Waste • The Netherlands: Redesigning Social Services • Italy: Reducing Childhood Obesity • The United Kingdom: Services for Low and Medium Risk Offenders • Sweden: Social Services for Disabled People • Finland: Youth Co-empowerment
NetZeroCities	Repository on Social Innovation for Climate Neutrality & Citizen Participation Collection of resources, case studies and methods: https://netzerocities.app/resource-4074 Overview of citizen participation concept in NetZeroCities, incl. several case studies: https://netzerocities.app/QR-Citizen&Urban

Table 2 Overview of engagement methods applied in European initiatives

6 Methodologies for mapping stakeholder engagement

This chapter outlines the methodological approach used to map various stakeholder engagement methods within the GOLIA project. It further presents the knowledge base on stakeholder engagement activities and concludes with critically reflecting on co-creation methodologies.

6.1 Evaluation parameters

Mapping different citizen engagement methods requires a common set of evaluation parameters to support both systematic analysis and practical reflection on the strengths and limitations of different approaches. In GOLIA, four parameters are applied: inclusivity, target groups, resources required, and scalability.

6.1.1 Inclusivity

Inclusivity is a fluid concept that can be defined and enacted in different ways. To evaluate the level of inclusivity in each method, GOLIA draws on definitions from the SSH Centre and other EU initiatives, including the Energy Shifts project.

Inclusivity can be understood as both a *process* and an *outcome*. As a process, it concerns how diverse publics, stakeholders and user groups are involved in research, design and decision-making — including who is recruited and how the process is facilitated. As an outcome, it concerns whether the results —

technologies, policies, infrastructures — are fair and accessible for different groups. Importantly, an inclusive process does not automatically produce an inclusive outcome, and vice versa.

Two dimensions are relevant when assessing inclusivity: the *level of inclusion* (how many and which groups are represented) and the *level of engagement* (the depth, quality and continuity of involvement). Balancing these dimensions involves trade-offs, and it is not always possible or desirable to maximise both. Inclusivity is also a political concept. Questions of who is considered competent to participate, how meetings are framed and facilitated, and which forms of expression are valued can all unintentionally exclude certain groups, what Energy Shifts describes as "micro-political exclusion practices". Rather than framing inclusion as "bringing outsiders in", it is more constructive to understand it as connecting previously unconnected people, practices and issues.

In GOLIA, inclusivity is therefore not predefined, but treated as an ongoing commitment that is re-evaluated at each stage of the engagement process. What counts as inclusive depends on local culture, lived experience and specific needs — and, as Energy Shifts notes, any process of inclusion also implies some degree of exclusion. Inclusivity is thus understood as a guiding principle rather than a fixed end state.

6.1.2 Suitable target groups

Selecting an appropriate engagement method requires careful consideration of the target group that the city aims to involve. Different groups like experts, professionals, practitioners, non-experts, residents or different vulnerable groups have different capacities, expectations, and ways of interacting with engagement formats. For this reason, not all methods are suitable for all participants.

Methods that rely heavily on technical knowledge, analytical skills, or interpretation of complex information work best with experts or specialized stakeholders, who can engage with detailed data, scenario modelling, or policy discussions. In contrast, methods aimed at non-experts need to rely on accessible language, visual tools, and interactive formats that invite participation regardless of background, education, or experience. The chosen method also needs to consider the participants' available time, digital literacy, and comfort in group settings.

Aligning the engagement method with the characteristics of the target group is therefore essential for the level of participation, reducing barriers to involvement, and ensuring that the outcomes are both relevant and representative.

6.1.3 Resources

Implementing engagement methods requires substantial resources, and these considerations are essential when selecting and planning an appropriate approach. Engagement processes demand significant personnel time, financial investment, and organizational capacity. They often involve preparation activities, recruitment and communication efforts, facilitation, logistical arrangements, documentation, and follow-up work to ensure that the results are meaningfully integrated into decision-making.

The quality of engagement processes depends on the alignment between available resources and the chosen method²³. Too little time, insufficient facilitation, or inadequate financial

²³ Rowe & Frewer, 2000



support can lead to low participation, unbalanced representation, or processes that fail to influence real decisions.

Therefore, when selecting an engagement method in GOLIA, it is crucial to carefully assess the resources that each method demands and to align these with the city's available capacity, timeframe, and intended level of involvement. Matching the method to realistic resource conditions supports the outcomes and credibility of the engagement.

6.1.4 Scalability

Scalability refers not only to whether an engagement method can grow in size, but to how it can spread, adapt, and transform across contexts. Following insights from transition studies, particularly Naber et al.,²⁴ who conceptualise scaling as involving growth, replication, multiplication, and transformation, scalability is assessed as a multidimensional and dynamic process rather than a linear expansion pathway.

In evaluating each method, we therefore examine whether it can be replicated in new settings, transferred to different cultural or institutional contexts, or adapted reflexively to shifting needs and user groups. Some methods may scale by increasing the number of participants (growth), others through repeated uptake in similar scenarios (replication), or through by enabling other actors to reuse and customise the approach (multiplication). Crucially, a method may also scale through *transformative effects*, where it contributes to changes in underlying norms, values, rules, or relationships.

This view resonates with the concept of “foamlike scaling” from the Shared Green Deal project, where many small, context sensitive expansions create a distributed and adaptive pattern rather than a single large wave. Evaluating scalability thus involves assessing not only whether a method is operationally expandable, but whether it supports flexible adaptation, fosters institutional learning, and enables deeper systemic change.

6.2 Building the knowledge base on stakeholder engagement practices

The mapping of co-creation methods in GOLIA draws on extensive desk research, with the SSH Centre tool box as the starting point, and previous experience with co-creation in earlier research and innovation projects, which provided a foundation of tested methods and lessons learned. Additional contributions came from POLIS and EUROCITIES, who shared examples of engagement approaches applied within their networks and in prior mobility and sustainability initiatives. To ensure alignment with previous and ongoing EU-funded work and to benefit from existing knowledge, we engaged with ACCTING^{25,26} and Shared Green Deal²⁷ projects, both of which shared methodological material and participated in discussions that offered valuable comparative insights.

²⁴ Naber et al., 2017

²⁵ Klados et al., 2023

²⁶ Çelebi et al., 2025

²⁷ Gray et al., 2025

6.3 Critical view on co-creation methodologies

A growing body of research highlights that co-production and co-creation methods, while widely promoted in EU research and innovation programmes, often fall short of their transformative ambitions. As Throndsen et al.²⁸ show, co-creation in large EU projects frequently becomes constrained by predefined technological frames, tight timelines, and project structures that position users as informants rather than genuine co-designers. In practice, co-creation tends to be limited to eliciting user reactions to scenarios or draft use cases, rather than enabling upstream engagement capable of shaping fundamental problem definitions or design directions. This results in what the authors call ‘partial transdisciplinary’: disciplines and stakeholder groups remain in parallel epistemic tracks, maintaining their own standards and expectations rather than co-producing new, shared problem-solving frameworks. This analysis demonstrates how participatory processes can unintentionally reproduce existing hierarchies, privilege engineering epistemologies, and marginalise everyday “lived futures”—the tacit, routine based perspectives of citizens that often conflict with optimistic technological imaginaries.

Similarly, Foulds et al.²⁹ argue that experimental and mission-oriented approaches in cities face persistent challenges of epistemic inclusion. Even when experiments, pilots or living labs are framed as open, learning-oriented settings, the knowledge that is ultimately valued and acted upon tends to be narrow, often technocratic, linear, and oriented toward proving scalability. The authors show how project governance, funding structures and policy expectations push actors toward demonstrating success rather than reflecting critically on failures, controversies, or alternative epistemic perspectives. This creates a risk that co-production methodologies de-politicise complex socio-technical questions by reducing citizen involvement to social acceptance building or legitimising pre-defined solutions. They therefore argue for more reflexive, pluralistic approaches that acknowledge conflict, uncertainty, and the partiality of all knowledge claims; without such reflexivity, co-production can reinforce existing power relations rather than challenge them and ultimately limit the transformative capacity of experiments in real world urban governance.

Against this backdrop, GOLIA provides a relevant example for examining how pilot environments can either reinforce or challenge these methodological limitations. In this context, GOLIA functions as a socio-technical pilot environment conducting intensive and inclusive stakeholder-engagement activities to (1) define the future mobility system including new mobility solutions (e.g. autonomous mobility) (Pilsen); (2) a rethinking of urban space for mobility, logistics and urban life (Florence); and (3) co-design an existing tool (Smart Ways to Antwerp) to make it more inclusive and effective in supporting modal shift beyond municipal boundaries (Antwerp). GOLIA is not testing new mobility solution itself, but the stakeholder-engagement model – supported by the GO-X digital modules – which also enables a smart, inclusive and shared governance approach.

Pilot initiatives of this kind are rarely limited to technical verification; they evolve through local material conditions, stakeholder interests, and everyday user interactions, and thus actively contribute to defining what future mobility systems can look like. By engaging transport and logistics operators, municipalities, technology providers and users in a shared experimental setting, GOLIA creates a structured space for coordinated learning, operational refinement, and negotiation of practical and social requirements. Such pilots have been shown to not only trial technologies, but also to influence participation formats,

²⁸ Throndsen et al., 2025

²⁹ Foulds et al., 2023

expectations, and governance frameworks, ultimately helping shape the broader conditions under which innovative mobility services may be scaled. Understanding GOLIA through this lens helps situate the pilots not only as site of technical trailing but as a governance setting where co-production dynamics, power relations, and epistemic boundaries are actively negotiated.

7 Mapping of stakeholder engagement methodologies

This chapter contains mapping and evaluation of 24 stakeholder engagement methodologies. The methodology draws from SSH-led approaches to stakeholder engagement, where existing methods are mapped and evaluated based on their relevance to the use case, inclusivity, target group, scalability, and resource requirements.

Each method is assessed against the four parameters using a standardised rating scale, with assigned icons as illustrated in Table 3. Inclusivity is rated as high, medium, or low; Target group as all or experts; Resources as resource intensive, some resources, or few resources; and Scalability as easy, moderate, or challenging to scale.

	High	Medium	Low
Inclusivity			
	All	Experts	
Target group			
	Resource intensive	Some resources	Few resources
Resources			
	Easy	Moderate	Challenging
Scalability			

Table 3 Overview of evaluation criteria for engagement methods

In addition to the four parameters, methods are categorised according to their scope. Methods written in bold are considered broad approaches, while the remaining methods can be applied within broader processes or as stand-alone methods. Table 4 gives an overview of the evaluation of the engagement methods in line with the four mentioned evaluation criteria.

Methodology	Inclusivity	Target group	Resources	Scalability
Backcasting				
Brainstorming Lotus Blossom				
Citizens assemblies				
Community Visioning				
Co-creation				
De bono thinking hats				
Deliberative Forums				
Fishbowl technique				
Horizon Scanning Delphi Exercises				
Living Labs				
Local Accelerator Hubs				
Mid-range Transition Arenas				
Multi-Actor Multi-Criteria Analysis (MAMCA)				

Open Studios				
Participatory Budgeting				
Participatory Knowledge Mapping				
Participatory Value Evaluation				
Scenario/Forecasting				
Serious Games				
Stakeholder-based Impact Scoring (SIS)				
Storytelling				
Transition Management				
Urban Mobility Labs				
World cafe				

Table 4 Mapping of engagement methods

7.1 Backcasting

Short description of method: a method to collectively create pathways to an envisioned future, taking the future as the starting point and going step-by-step back in time. Formulate future-oriented strategies (steps, strategies, policy change) that go beyond business-as-usual-solutions and are not constrained by vested interests. Important to establish a shared vision prior to backcasting activities.

Usually applied as part of other processes.

Suitable to apply when the aim is to:

Create pathways
Create action points
Share responsibility



Inclusivity
High.



Target group
Experts and non-experts.
Can be in a group of participants from different sectors and parts of society.
Can also be organizing internal backcasting sessions within or across several departments of the city administration.

Resources

Facilitation skills. Number of facilitators adjusted to size of group (1 facilitator/10 participants)



Scalability

Easy to grow by increased number of participants, replicate to other stakeholder groups and to multiply across regions and topics (e.g. energy, health, construction). Can contribute to changes in underlying norms, values, rules and relationships – transformative aspects.



Example of use

MUSIC project where five cities that aim to address climate change at the local level and struggle with answering these questions. The cities, Aberdeen (UK), Montreuil (FR), Ghent (BE), Ludwigsburg (DE) and Rotterdam (NL), used Backcasting as part of their Transition Management process as a framework for thinking about and working on urban sustainability transitions. Backcasting was applied to identify, select and elaborate pathways that bridge the envisioned future to the present.

Outcomes

A list of pathways towards realising vision. Pathways should ideally be prioritized to ensure next steps of action. Document pathways in an agenda that can be shared with stakeholders within and outside the participant group – part of upscaling and anchoring.

Learn more

[Backcasting in MUSIC project](#)

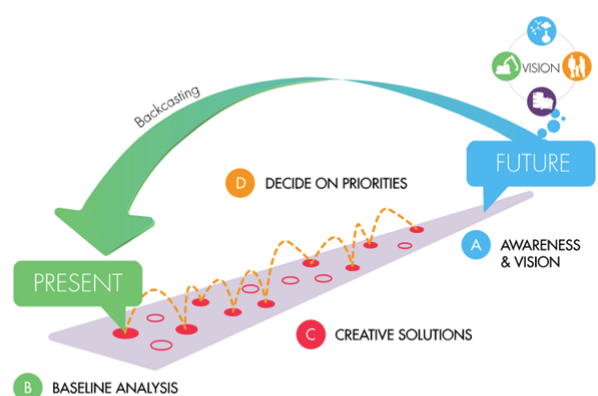


Figure 1: The backcasting planning approach as illustrated by The Natural Step⁶

Figure 1: **Backcasting process.** Picture from European Union, 2023: https://projects.research-and-innovation.ec.europa.eu/sites/default/files/rio/report/HOW%20TO_%20Get%20Started%20with%20Backcasting%20Formatted%20v4.pdf

7.2 Brainstorming Lotus Blossom

Short description of method:

The Lotus Blossom technique is a structured brainstorming method designed to expand a central theme into up to 72 unique ideas by systematically creating sub-themes, often arranged in a 3x3 grid format. It forces in-depth exploration of a problem by breaking it into smaller components. Useful in all phases of research projects.

Usually applied as part of other processes.

Suitable to apply when the aim is to:

Achieve common problem framing
Create shared vision
Create pathways
Create action points



Inclusivity
High.



Target group
Experts and non-experts.
Can be in a group of participants from different sectors and parts of society.

Resources

Facilitation skills. Number of facilitators adjusted to size of group (1 facilitator/10 participants)



Scalability

Easy to spread to other stakeholder groups and to expand across regions and topics (e.g. energy, health, construction)



7.3 Citizens assemblies

Short description of method: A citizens' assembly is a participatory process where a randomly selected group of citizens learn about and deliberate upon a specific issue or policy, and collectively come up with recommendations for decision makers. The goal is to bring informed, balanced, and inclusive input into policymaking.			Suitable to apply when the aim is to: - Achieve common problem framing - Create shared vision - Create pathways - Create action points - Share responsibility
 Inclusivity High.	 Target group Experts and non-experts. The method combines workshops with experts and non-experts to align perspectives and possible collaborations and responsibilities.	Resources Facilitating skills, 3-5 people responsible for planning and implementing process. 	Scalability Moderate to spread to other stakeholder groups and to replicate to similar scenarios. Challenging for others to reuse the approach, need context adaptations. 
Examples of use from Shared Green Deal EU project - Bełchatów, Poland Polish Green Network - Granada, Spain Diputación de Granada - Jaywick, the United Kingdom Essex County Council Example Grenoble-Alpes Métropole Grenoble's Citizen Convention for the Climate – assembly of 100 residents from diverse backgrounds co-creating the city's climate strategy. The Convention focused on developing strategies for reducing emissions across all sectors, including changes in lifestyle and consumption habits. At the end of the process, the Convention outlined a concrete pathway for the metropolitan area to reach its carbon neutrality goal by 2050. Supported by scientific experts, NGOs, economic actors and public officials, the participants engaged in structured deliberations amounting to around 100 hours of work, ultimately producing a comprehensive set of proposals with recommendations. Many of these proposals were later taken up by the Metropolitan Council for implementation, helping to embed citizen-driven insights into local climate policy.			
Outcomes The goal is to bring informed, balanced, and inclusive input into policymaking.			Learn more https://netzerocities.app/resource-2656 https://energy-cities.eu/grenoble-shows-us-how-to-meaningfully-involve-citizens-in-the-transition%E2%99%BC/ https://netzerocities.eu/2025/12/04/trying-to-talk-to-the-emotions-engaging-citizens-on-local-climate-action-needs-both-head-and-heart/

7.4 Community Visioning

Short description of method: Community visioning is an inclusive, collaborative process that enables a group of people to come together to imagine the future of their community – in GOLIA, mobility future. The method aim for separate meetings for different stakeholder groups to offer each group a safe space to share their experiences and perspectives and gain confidence before meeting with other groups. A final joint event where representatives from each stakeholder group is organized to build the basis for future collaboration.

Broad and Part of other processes (PoP)

Suitable to apply when the aim is to:

Achieve common problem framing
Create shared vision
Create pathways
Create action points
Share responsibility



Inclusivity

High.
Brings together diverse stakeholders to co-create a shared future vision. In practice, inclusiveness depends on how well participation is facilitated. Strong processes actively reach underrepresented groups (e.g., youth, minorities, marginalized residents) through workshops, surveys, and outreach.



Target group

All. Anyone affected by or interested in the future of a place or community. This typically includes residents, community organizations, policymakers, planners, and sometimes external stakeholders such as investors or NGOs. Some visioning processes may focus on specific subgroups (e.g., youth, elderly, or business communities) to ensure their perspectives are captured.

Resources

Resource intensive. Facilitators, multiple workshops, venue costs, outreach, materials, and possibly digital platforms.



Scalability

Easy to grow by increased number of participants, replicate to other stakeholder groups and scenarios. Easy to multiply across regions and topics (e.g. energy, health, construction). Can contribute to changes in underlying norms, values, rules and relationships – transformative aspects.



Examples of use from Shared Green Deal EU project

- Bełchatów, Poland Polish Green Network
- Granada, Spain Diputación de Granada
- Jaywick, the United Kingdom Essex County Council

Outcomes

Increased community ownership, improved collaborations, strategic guidance for planning, empowerment and capacity building. Reports in the form of action plans, roadmaps or project ideas.

Learn more

<https://sharedgreendeal.eu/about>



7.5 Co-creation

Short description of method:

Co-creation is an umbrella term to describe all types of stakeholder engagement methods. It is a comprehensive approach to create designs, plans, services or products with the participation of end users.

Suitable to apply when the aim is to:

Achieve common problem framing
Create shared vision
Create pathways
Create action points
Share responsibility



Inclusivity

Can be high, medium or low depending on the types of engagement methods that is used.

Those implementing co-creation usually aim to engage all parts of the community, particularly those who are often excluded in some way.



Target group

Experts and non-experts. Depend on what type of engagement method is chosen.

Resources

Most of the engagement methods is resource intensive, but some require less than others. Co-creation cycle can range from a few weeks to a year depending on the problem to be addressed and the number of people involved. It is, however, advisable to keep activities compact in time to avoid losing participants due to long breaks between different stages.



Scalability

Depend on choice of method.



Examples of use

- The Learning Loops in the Public Realm (LOOPER) project developed a co-creation toolkit (accessible at www.looperproject.eu) and provides practical advice on how to implement the different stages of the co-creation process with examples from Manchester, Brussels and Verona. They also produced a brief [overview document](#).

Learn more

<https://civitas.eu/resources/big-messages-lessons-for-creative-mobility-initiatives-in-neighbourhoods> Lessons from four projects: Cities-4-People, METAMORPHOSIS, CIVITAS SUNRISE, and LOOPER

<https://cities4people.eu/en/citizen-mobility-kit/index.html> Citizen mobility kit with links to tools and methods for each stage

Pappers, J., Keserü, I., and Macharis, C., 2020. Co-creation or public participation 2.0? [An assessment of co-creation in transport and mobility research](#). Towards User-Centric Transport in Europe 2: Enablers of Inclusive, Seamless and Sustainable Mobility, pp.3-15.



7.6 De bono thinking hats

Short description of method:

Variation of role-playing - mental roleplay based on (imaginary or not) thinking hats which will encourage the participants to use different mindsets and creativity to think, discuss and evaluate their projects and topics.

Suitable to apply when the aim is to:

Achieve common problem framing
Create shared vision
Create pathways
Create action points
Share responsibility



Inclusivity

High level of inclusivity. Suitable and easy to use for all participants. The roleplay and game-like environment encourage people to participate.



Target group

All.
Experts

Resources

Require low level of resources. Facilitator of discussions – online or in-person. Define meaning for the six thinking hats and print hat-card (optional).



Scalability

Easy to grow by including more participants and replicate to smaller and larger groups, other topics and geographical places. Participants can easily multiply the method and apply within own organisations. Can contribute to changes in underlying norms, values, rules and relationships – transformative aspects.



Examples of use

There are many possible ways to use the idea of Thinking Hats as part of a peer-review and idea exchange session.

1. Participants are assigned with different hats defining their role in the discussion. The hats will be circulating among the participants so that everyone gets to wear all the hats during the session.
2. The facilitator can apply the hat technique to structure an idea exchange session. The hats are used collectively: "Let's put our red hats on and talk about this topic!"
3. With flipcharts- Each flipchart represents an assigned hat. Participants roam around a room filled with posters to write down comments about the topic from the given perspective.



Learn more

<https://urbact.eu/toolbox-home/analysing-problems/de-bono-thinking-hats>

7.7 Deliberative Forum

Short description of method:

Setting or space where a topic is brought up in a way that invites careful reflection and discussion among participants to contemplate lock-ins, actions and strategies forward to a problem in a constructive manner.

Suitable to apply when the aim is to:

Achieve common problem framing
Create shared vision
Create pathways
Create action points
Share responsibility



Inclusivity

The idea of a deliberative forum is random selection to secure inclusivity. However, the process and outcome itself are not necessarily inclusive.



Target group

Non-experts such as residents gathered to develop policy recommendations. Participants are randomly selected amongst residents to secure balance of age, background, gender etc.

Resources

Facilitation skills are the most critical, in addition organisers may need technical infrastructure for data collection, and/or software for data analysis.



Scalability

A deliberative forum can be asked to address any topic where residents are affected actors. Resource demanding to establish a deliberative forum and to facilitate.

Examples of use

- **The Future Panel – A National Peoples Panel:** <https://www.framtidspanelet.no/> The Future Panel consisted of 56 ordinary people from all over Norway; teachers and students, nurses, business leaders, retirees and parents of young children, from rural and urban areas, with different opinions. From January to May (2025), we have listened, learned and discussed how Norway can use its wealth for the good of the world, ourselves and future generations .
- **Paris, France: The Paris Citizens' Assembly (Assemblée Citoyenne Parisienne):** <https://oidp.net/en/practice.php?id=1388> Established as a permanent democratic body, it consists of 100 Parisians aged 16 and over. Members are chosen by a weighted lottery to ensure strict representation regarding gender, age, geography, and socioeconomic backgrounds. Panelists serve a 1-year term, meeting in working groups to deliberate on pressing environmental and social policies.



Learn more

Participedia – Deliberative Forum: <https://participedia.net/method/4345>

OECD – Deliberative Wave: https://www.oecd.org/en/publications/innovative-citizen-participation-and-new-democratic-institutions_339306da-en/full-report/component-8.html

7.8 Fishbowl technique

Short description of method:

The fishbowl tool enables the facilitation of large group dialogue by focusing on a small group discussion in an inner circle while the rest of the group listens and observes from the outer circle. Participants join the inner circle when they want to input or ask questions and leave the circle once they have contributed enough.

Suitable to apply when the aim is to:

Achieve common problem framing
Create shared vision
Create pathways
Create action points
Share responsibility



Inclusivity
High



Target group
All.

Resources

Time: 1-2 hours Participants: 20 people or more + 1 moderator Material: 1 Question Wall + post-its
As a moderator, keep track of the conversation and questions using a flipchart. It will help you debriefing at the end of the fishbowl session to consider outcomes of the discussion and to document it.



Scalability

Easy to scale method to other topics.



Examples of use

Step 1 Define a topic for discussion and explain the rules of the fishbowl: the few fish in the inner circle discuss while there should be no speeches in the outer circle. However, roles are flexible and fish and observers can change places when someone wants to ask a question or add his/her input.

Step 2 The fishbowl starts: each fish has a limited predefined time to give his/her input on the topic and to have a conversation with the other fish in the inner circle. The attention of the outer circle should be focused on the conversation.

Step 3 After some time, invite people from the outer circle to replace a fish and switch places in order to intervene or ask questions. Also invite fish to step out of the inner circle once they have contributed.

Outcomes

Discussions instead of presentations.

Learn more

<https://urbact.eu/toolbox-home/analysing-problems/fishbowl>

7.9 Horizon Scanning Delphi Exercises

Short description of method:

Draws on expert knowledge to signal future priorities for research, innovation and/or policy communities. Delphi Exercises: recommendations are identified and refined by returning multiple times to the same group of experts.

Suitable to apply when the aim is to:

Achieve common problem framing
Create shared vision
Create action points



Inclusivity

High if experts reach out to a large body of representative of experts needed within particular research field.



Target group Experts

Resources

Survey software to speed up the process of gathering Working Group member (and wider community) recommendations; Spreadsheet software to clean and analyse survey responses; Physical/ virtual spaces for group meeting(s); Good organisational and people management skills to ensure timely responses and that disagreements are constructively negotiated



Scalability

Challenging to scale as the experts chosen are experts within their research field.



Outcomes

- Establishes expert-derived evidence on strategic priorities, e.g. to guide future investment in research or for public policy interventions.
- Identifies emerging opportunities and risks, as well as critical knowledge gaps that need filling.
- Provides clear signposting for action, which is especially important when dealing with complex societal challenges.
- Ensures a proactive, anticipatory approach, as opposed to reactively waiting for problems.
- Highlights where consensus amongst expert stakeholders can be more easily attained

Learn more

Foulds, C., Bharucha, Z.P., Krupnik, S., de Geus, T., Suboticki, I., Royston, S. and Ryghaug, M., 2019. [An approach to identifying future Social Sciences & Humanities energy research priorities for Horizon Europe: Working Group guidelines for systematic Horizon Scanning](#). Cambridge: Energy-SHIFTS.

Sutherland, W.J., Fleishman, E., Clout, M., Gibbons, D.W., Lickorish, F., Peck, L.S., Pretty, J., Spalding, M. and Ockendon, N., 2019. [Ten years on: A review of the first global conservation horizon scan](#). Trends in ecology & evolution, 34(2), pp.139-153. Note: This group has led 14 annual Horizon Scans to identify issues of concern for global biological conservation.

Examples of use

This EU Horizon2020 project ran four Horizon Scanning exercises to identify 100 priority Social Sciences and Humanities questions for each of the following policy areas: [Renewables](#); [Smart Consumption](#); [Energy Efficiency](#); and, [Transport and Mobility](#). A video on [What is Horizon Scanning?](#) was also produced by the project.



7.10 Living Labs

Short description of method:

Aim to tackle real-life issues in the context of participants' lives, usually through a co-ownership approach; this can lead to better outcomes. Integrate research and innovation activities across communities, involving citizens and end-users at the centre of the innovation process.

Suitable to apply when the aim is to:

Achieve common problem framing
Create shared vision
Create pathways
Create action points
Share responsibility



Inclusivity

Low, as most living labs do not elaborate or reflect on their recruitment process, which often can be a challenge.



Target group

Target a wide range of stakeholder groups, depending on their specific purpose: researchers, policymakers, public organisations, businesses, end-users, communities.

Resources

Varied depending on purpose – from low-tech flipcharts to simulation software. Organisational, scientific and facilitating skills.



Scalability

Challenging to scale as living labs are carried out within a context specific problem framing and topic.

Examples of use

Act Local, Think Global – Living Lab activities in 11 European countries <https://feast2030.eu/livinglabs-introduction> The vision of FEAST is crystal clear: transitioning the way Europe eats! The living labs offer user-focused experimental environment in which municipalities, end-users (citizens) and stakeholders will be supported to co-create innovative solutions in the real-world settings. These solutions could be utilized further by the policy makers to communicate to with different actors across the food chain (i.e., producers, food industry) to increase the acceptability of food and health policy. The living labs will promote co-creation and leverage the participation of end-users (citizens, including vulnerable groups) by gathering their real-world insights and local knowledge. Through a community problem-solving approach, living labs are particularly well-suited for identifying, defining, and addressing the needs of vulnerable groups struggling economically and geographically to access solutions to support them to adopt and maintain healthier and more sustainable diets.

Learn more

Inclusivity in the recruitment can be a challenge, see Campos & Marín-González 2023 <https://doi.org/10.1080/23299460.2023.2213145>

Epp, J., M. H. Demir, L. Liste et al. Scaling the impact of the energy transition through inclusivity and diversity across living labs
<https://www.tandfonline.com/doi/full/10.1080/15487733.2025.2527474#d1e298>

7.11 Local Accelerator Hubs

Short description of method:

An LAH is an interactive space (physical and virtual) that fosters knowledge-sharing and collaboration between diverse actors, helping to build a robust business ecosystem for circular economy transitions. Approximately 10 organisations in a LAH. Create website where good practises and innovation knowledge can be shared, and relevant stakeholders can be linked. Applied within the SHARED GREEN DEAL EU initiative.

Suitable to apply when the aim is to:

Achieve common problem framing
Create shared vision
Create pathways
Create action points
Share responsibility



Inclusivity

Medium as workshops involve primarily members of the LAH. However, LAH focuses particularly on including people with disabilities in LAH ensuring a space for all in the new circular transition that involves reskilling and job creation.



Target group

All.

Resources

Facilitators to organise and carry out three workshops, circular economy award event, interviews to gather experiences and views on the changes in business innovation achieved.



Scalability

LAH can easily be scaled to other business sectors, as well as be expanded to include more businesses in an established LAH.



Examples of use from Shared Green Deal EU project

- Textile sector in France.
- Cyprus construction and buildings sector.

Results: Experimentation and piloting for business innovation, developing and disseminating circular business models, cross-sector collaboration and knowledge sharing, skills development and training.

Outcomes

Piloting of new business models, such as clothing repair services (France) and biofertilizer reuse (Portugal), while building networks and enhancing local circular economy expertise.

Learn more

Implementing Local Accelerator Hubs to foster business innovation in the circular economy:

<https://sharedgreendeal.eu/resources/implementing-local-accelerator-hubs-foster-business-innovation-circular-economy>

7.12 Mid-range Transition Arenas

Short description of method:

The "mid-range" aspect refers to focusing on intermediate goals and pathways that are more concrete than broad long-term visions. The "arena" is a process of workshops where diverse actors collaborate to envision a future and develop the steps to get there, often used for topics like sustainable energy and a circular economy. Inspired by Transition Management (TM). Whereas TM focuses on long-term visions, Mid-range transition arenas focus on intermediate goals and pathways.

Suitable to apply when the aim is to:

- Achieve common problem framing
- Create shared vision
- Create pathways
- Create action points
- Share responsibility



Inclusivity
Medium



Target group
Experts and non-experts. The method combines workshops with experts and non-experts to align perspectives and possible collaborations and responsibilities on the discussed and prioritised pathways.

Resources

Resource intensive. Physical meetings. Require facilitating skills, 3-5 people responsible for planning and implementing process. Ideally aim for 6 workshops a 3 hrs but can be downscaled if needed. Ensure enough time to discuss pathways.



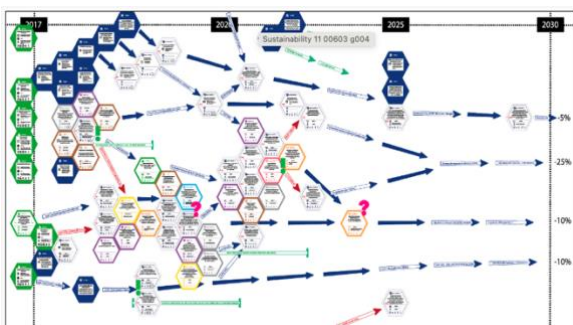
Scalability

Challenging to scale. Number of participants may increase but aim to keep the same group of participants throughout the process to ensure a smooth process where participants feel ownership of process. Challenging to reuse, require intensive resources. Can scale though transformative effects, where contributes to changes in underlying norms, values, rules, or relationships

Examples of use

Applied in a range of studies in Finland on topics such as energy transitions, district heating, and citizen energy. Mid-range transition arenas have resulted in "considerably more concrete pathway steps and actions than had been previously pursued within transition management studies".

Finland's energy system: Mid-range arenas were used to develop 8 detailed pathways for Finland's energy system by 2030, resulting in 100+ immediate actions. Specific outcomes included pathways for phasing out coal, increasing demand-response capacity in heating/electricity, and scaling up electric vehicles.



Outcomes

Concrete mid-range pathways, shaping policy agendas, catalyst for systemic change, learnings, improve governance capacity and methods.

Learn more

Hyysalo, S., T. Marttila et al. (2019) Codesign for transitions governance: A mid-range pathway creation toolset for accelerating sociotechnical change
<https://www.sciencedirect.com/science/article/pii/S0142694X19300316?via%3Dihub>

7.13 Multi-Actor Multi-Criteria Analysis (MAMCA)

Short description of method:

Decision making tool. Aim to include all stakeholders in the decision making. Makes synergies and conflicts between stakeholder preferences explicit (and quantified) to aid decision making. Similar to Stakeholder-based Impact Scoring (SIS), but more software based. MAMCA has been successfully applied in both small-scale studies and larger, complex, multi-regional project. MAMCA's flexibility is enhanced by a modularized framework that allows different steps to be adapted to specific case needs. Require resources to adapt, but software is the same.

Suitable to apply when the aim is to:

Achieve common problem framing
Create shared vision
Create pathways
Create action points
Share responsibility



Inclusivity

High. MAMCA provides a structured framework to integrate diverse knowledge and preferences, moving beyond a few powerful voices to achieve more robust and broadly supported decisions.



Target group

Can be used by anyone confronted with multi-stakeholder problems, in particular local governments, academics or consultants. Stakeholder relevant to the project can be included, such as citizen or business interest groups or political actors.

Resources

Resource intensive due to complex participatory nature, require significant time, efforts for engagement, data collection, skilled facilitators, software for collecting and analysing results.



Scalability

Once the software tool is known and learned how to use and navigate, MAMCA can grow, replicate and multiply. Easy to include participants, repeat in similar scenarios and customise to other topics. MAMCA can also scale through transformative effects, where it contributes to changes in underlying norms, values, rules, or relationships.



Examples of use

MAMCA is frequently used in urban planning to align various interests in transportation projects.

- **LOOPER Project (Brussels):** Used to assess different solutions to mobility problems from the perspectives of transport operators, NGOs, citizens, and authorities.
- **Sustainable Urban Mobility (Leuven):** Applied to evaluate sustainable transport measures, such as car-free zones or parking policies, in action
- **Transport Technology Assessment:** Used for evaluating the impact of silent retail logistics equipment and new mobility policies, such as extended delivery windows.



Learn more

www.mamca.eu

Macharis, C., Turckin, L., and Lebeau, K., 2012. [Multi actor multi criteria analysis \(MAMCA\) as a tool to support sustainable decisions: State of use](#). Decision Support Systems, 54(1), pp.610–620. DOI: 10.1016/j.dss.2012.08.008

Keserü, I., Bulckaen, J., and Macharis, C., 2016. [The multi-actor multi-criteria analysis in action for sustainable urban mobility decisions: The case of Leuven](#). International Journal of Multicriteria Decision Making, 6(3), pp.211–236. DOI: 10.1504/IJMCMDM.2016.079713

Outcomes

The outputs of MAMCA are both quantitative and visual, helping to:

Compare alternatives, capture stakeholder perspectives, support transparent and participatory decision-making.

7.14 Open Studios

Short description of method:

Open Studios are workshops gathering participants from various fields with the aim to explore a specific topic collaboratively. The approach is a technique developed to design policies in a participative way bringing together multiple expertise, including the user experience. Two-day workshop. During an Open Studio, participants go through periods of divergence (exploring in an open way, brainstorming) and of convergence (bringing ideas together into concepts of potential solutions). The technique of personas (a fictional but realistic profile of a target user or group) is used to stimulate creativity, create empathy and to take some distance from the personal experience of the participants. First a large group to discuss solutions, then smaller to implement solutions.

Suitable to apply when the aim is to:

Achieve common problem framing
Create shared vision
Create pathways
Create action points
Share responsibility



Inclusivity

Medium due to long workshop hours. Not everyone can spend two days away from work etc.



Target group

All.

Resources

Resource intensive. Requires significant investment in terms of time (for facilitators and participants), coordination, and personnel.



Scalability

Moderate to scale. Can be replicate and multiply to local, regional and national levels. Same process can be carried out on different topics, will require adaptations of content. Can scale through transformative effects, where the two-day workshop can contribute to changes in underlying norms, values, rules, and relationships.

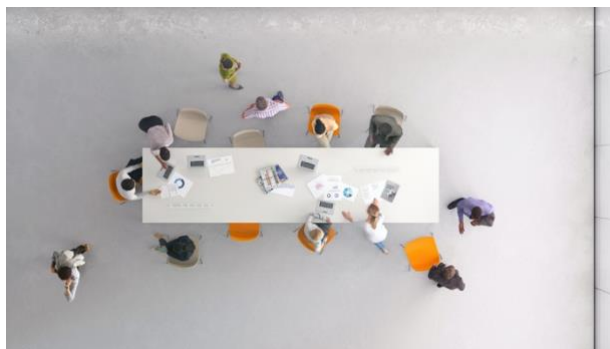
Examples of use from ACCTING project

- Open studio on Transport Poverty, Sustainable Mobilities and Inclusion of Vulnerable Families in Green Transport Solutions.

Outcomes

Despite being resource-intensive, the method is favoured because it produces high-quality, actionable, and user-centered solutions that are otherwise hard to reach through traditional, less participatory methods. It is highly regarded for its ability to foster co-creation, empathy, and innovation.

- Policy recommendations to improve Green Deal policies, avoiding increases in inequalities;
- A set of pilot actions that demonstrate the potential impact of the recommendations
- Agendas for future research



Learn more

ACCTING EU project: <https://accting.eu/open-studios/>

7.15 Participatory Budgeting

Short description of method:

Participatory Budgeting (PB) aims for inclusivity by letting residents directly decide on public spending, fostering engagement, transparency, and aligning funds with community needs.

The participatory budgeting ultimately aims to cultivate active, reflective, and interconnected communities of neighbourhoods. It encourages civic engagement by helping citizens understand each other's needs, identify the resources required to address them, and develop the skills necessary to prioritize, plan, and collaboratively implement solutions.



Resources

Resource requirements vary depending on scale (neighbourhood vs. city-level), scope and level on inclusivity. Human efforts and outreach are the main drivers of resources.



Suitable to apply when the aim is to:

- Achieve common problem framing
- Create shared vision
- Create pathways
- Create action points



Inclusivity
Medium.



Target group
All.

Scalability

Moderate to scale. Easy to increase number of participants, to replicate, and multiply, but moderate transformative effects such as changes in underlying norms, values, rules and relationships.

Examples of use

Burgerbegroting Antwerp – Deliberative democracy enabled through participatory budgeting

While most participatory budgets use digital platforms as a primary tool of participation, Antwerp's participatory budget uses technology as a means to encourage in-person participation. The reason behind this is to allow for more meaningful discussion and deliberation. The digital platform is used now for communication, registration for the different phases, and to vote for their favourite projects. Online votes however are only given a weighting of 20% compared with 80% of offline votes.

Links: <https://netzerocities.app/resource-2923>

<https://burgerbegroting.be/> (in Dutch)

Nets4dem project

A "Democracy lab" that has developed a "Participation playbook" allowing decision makers setting up a participatory process in their context on a step-by-step basis: <https://participationplaybook.org/>
The methods illustrated in the playbook are 1) participatory budgeting, 2) Citizens' assemblies, 3) Participatory Policymaking, 4) Legislative theater
<https://nets4dem.eu/knowledge-hub/>

Learn more

<https://www.makinglifebettertogether.com/participatory-budgeting/>

7.16 Participatory Knowledge Mapping

Short description of method:

Participatory Knowledge Mapping is a stakeholder engagement method where participants collaboratively identify, visualise, and organise knowledge about a specific system, issue, or context. This typically involves creating maps (e.g., conceptual maps, spatial maps, or systems diagrams) that capture local knowledge, experiences, relationships, and perspectives. The method helps: reveal different types of knowledge (scientific, local, experiential), identify key actors, resources, and interactions, build shared understanding among stakeholders and support decision-making and co-creation processes. It is especially useful in complex contexts where multiple perspectives need to be integrated, such as sustainability, planning, and research projects.

Suitable as part of other processes, particularly in beginning of an engagement process.

Suitable to apply when the aim is to:

- Achieve common problem framing
- Create shared vision
- Create pathways
- Create action points
- Share responsibility



Inclusivity
High.



Target group
All. As many as possible of the stakeholders relevant to the topic(s) the PKM is dealing with should be involved; students, organisations, farmers, residents of a neighbourhood or rural area etc., as well as experts and researchers.

Resources

Requires inclusive facilitation skills as well as resources to manage the chosen visualisation techniques.



Scalability

Easy to scale on every level; increase the number of participants, replicate and multiply to other topics and geographical areas. Can foster transformative effects.



Examples of use

Building a better Europe: 6 ways European cities are reimagining participatory democracy <https://urbact.eu/whats-new/stories/building-better-europe>

Can digital participatory mapping influence urban planning? <https://transformative-cities.eu/fi/can-digital-participatory-mapping-influence-urban-planning-2/>

Learn more

URBACT EU: <https://urbact.eu/whats-new/stories/building-better-europe>

Kahil-Tani, M., M. Kytä and S. Geertman (2019) <https://research.aalto.fi/en/publications/does-mapping-improve-public-participation-exploring-the-pros-and-/> Kahil-Tani, M., <https://research.aalto.fi/en/publications/does-mapping-improve-public-participation-exploring-the-pros-and-/>

7.17 Participatory Value Evaluation (PVE)

Short description of method:

Imagine you are the boss of an organization, a local politician or the prime minister of your country. You want to make good decisions right? To come to a good decision, it is important to know what the preferences of your people are. PVE offers citizens the possibility to give advice about a government choice, in an easy-to-access way. In an **online environment** they get to see which choice the government has to make, they get an overview of the specific advantages and disadvantages (or effects) of the options which the government can choose from, and any restrictions that exist (e.g. a restricted budget or a compulsory aim). Thereafter, they are asked what they would advise the government to do. Lastly, the citizens explain their choices, which gives a clear picture of their preferences and what they considered.

Suitable to apply when the aim is to:

- Achieve common problem framing
- Create shared vision
- Create pathways

Scalability

Moderate

Can be scaled to other policy domains and geographical contexts but require substantial contexts-specific design effort.



Inclusivity

Medium.
Evaluation can be sent out to a number of citizens, however it requires access to digital tools, and respondents tend to be people already invested and interested in the topic addressed.



Target group

All.

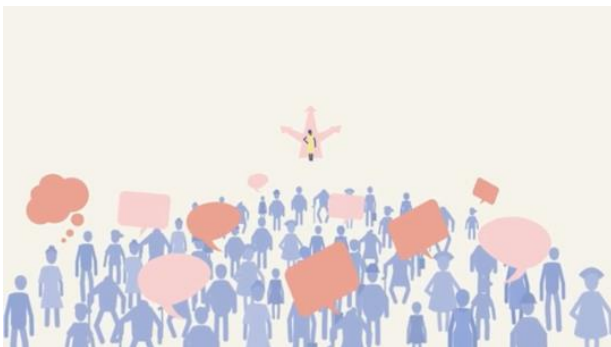
Resources

Require some resources. Software, people to send out the evaluation and make sure they receive replies. Follow-up on results.



Examples of use

- In the Netherlands, PVE was used to evaluate flood protection strategies, specifically comparing projects that broadened dikes versus those that allowed for more river space
- Studies used PVE to determine which pandemic restrictions the public found acceptable to avoid overloading the health sector, providing insights into social risk acceptance



Learn more

<https://www.tudelft.nl/en/tpm/pve>

If you were a policymaker, which treatment would you disinvest?
[PVE in Netherlands](#)

7.18 Scenario/Forecasting

Short description of method:

Forecasting is a research methodology used to predict future developments based on current trends, historical data, and modelling techniques. It relies on quantitative and qualitative inputs to estimate likely outcomes, often within a specific time frame. Forecasting is commonly applied in fields such as economics, climate science, and technology planning, where understanding potential future scenarios can inform decision-making and strategic planning. While it helps anticipate challenges and opportunities, forecasting assumes continuity and may struggle to account for disruptive or transformative changes, making it most effective when combined with other approaches like backcasting. Forecasting and scenario methods are primarily explorative (what might happen), rather than normative/strategic (what should we do and how).

Suitable to apply when the aim is to:

Create a vision (not necessarily shared)



Inclusivity

Medium. Invited participants only, if only experts participate not very inclusive. Can be a rather technical language that may exclude some groups.



Target group

All. Diversity is key. Depending on the topic and type of exercise, participants can be experts from multi-stakeholder groups, a group of citizens with diverse demographic characteristics (age, gender, employment status, etc.), students, or any other group of people.

Resources

Require strong facilitation to ensure all voices are heard. Often multiple work shop sessions.



Scalability

Moderate. Participants are gathered for a specific topic. Challenging to increase the number of participants. Can be replicated and multiplied to similar contexts and customised for reuse. Limited transformative effects as the aim is to create a vision,



Examples of use

The [SARIL](#) (Sustainability And Resilience for Infrastructure and Logistics networks) EU Horizon project utilizes a multi-scalar scenario forecasting and modelling methodology. It pairs qualitative stakeholder-driven scenarios with quantitative, physics-based, and traffic simulation models to evaluate logistics resilience and environmental impacts across Europe



Learn more

Galang, E. I. N. E., E., M. Bennett., et al. (2025) <https://www.sciencedirect.com/science/article/pii/S1462901125000139>

7.19 Serious Games

Short description of method:

Gaming contexts allow for **trying out extreme and radical solutions** without risks connected to the real world. Social context of the experience allows for **collective solution development**, and the **agency of the player** allows them to feel the impact of their own actions on the game world.

Suitable to apply when the aim is to:

Achieve common problem framing
Create shared vision
Create pathways
Create action points
Share responsibility



Inclusivity

Medium.
Serious games enable participation, but do not guarantee equal participation



Target group

All. Often, they are played with children, adolescents, and young adults following the assumption that younger people respond better to play and game elements. This target group is not exclusive, as older people can also be engaged with Serious Games. A certain game literacy of the target group often makes the introduction of the games easier, and some Serious Games have a non-trivial language component or highly advanced rules.

Resources

The resources required to develop a new Serious Game should not be underestimated. Designing a good and entertaining, yet at the same time educational and accurate game experience is not trivial. However, many already exist and can be adapted for alternative themes. The required equipment depends on the game and may include computer hardware / software (some games require a rather complicated network setup). Other games just require the materials that come with them. Usually - but not always - a room is needed to play the game in and catering is recommended to create a relaxed atmosphere.

Scalability

Easy to spread to other stakeholder groups and to expand across regions and topics (e.g. energy, health, construction)

Examples of use

- [Eco](#) is a best practice example of a sophisticated and positively received online Serious Game about the environment. Some environmental games (e.g. [Fate of the World](#)) address climate issues holistically, whereas Eco focuses on more specific environmental topics such as biodiversity.

Outcomes

Serious games as participatory methods are valuable because they combine learning, engagement, and collaboration, often leading to shared understanding and co-created solutions, though their impact depends on design and context.

Learn more

Fjællingsdal, K.S., and Klöckner, C.A., 2019. [Gaming green: the educational potential of eco—a digital simulated ecosystem](#). *Frontiers in Psychology*, 10, p.2846. Fjællingsdal, K.S., and Klöckner, C.A., 2020. [Green across the board: Board games as tools for dialogue and simplified environmental communication](#). *Simulation & Gaming*, 51(5), pp.632-652. Pflanzl, N., Classe, T., Araujo, R. and Vossen, G., 2017. [Designing serious games for citizen engagement in public service processes](#). In *BPM 2016 International Workshops*, Rio de Janeiro, Brazil, September 19, 2016, Revised Papers 14 (pp. 180-191). Springer International Publishing.

7.20 Stakeholder-based Impact Scoring (SIS)

Short description of method: A structured stakeholder-engagement and decision-support method used to evaluate how different stakeholders are affected by, or can influence, a project, policy, or intervention. It is especially useful in sustainability, urban development, transport planning, and social impact assessments. SIS can be used by anyone confronted with multi-stakeholder problems, in particular (local) governments, academics or consultants. As participants, any stakeholder relevant to the project can be included, such as citizen or business interest groups or political actors. Each stakeholder (or stakeholder group) provides scores from -5 to +5 for each impact criterion, for example: (Environmental -2, Economic +4, Social +1). Scores can reflect positive vs. negative impact, magnitude of impact and perceived importance. SIS is a flexible and transparent method.

Suitable to apply when the aim is to:

SIS is best understood as a decision-support and analytical engagement method, not a transformation or co-creation method. It clarifies trade-offs and stakeholder perspectives, but relies on complementary processes to build visions, pathways, and shared ownership.



Inclusivity
High.



Target group
All.

Resources

Resource intensive.
Requires time to contact stakeholders and basic mathematical/spreadsheet skills as well as thematic experts to determine performance scores.



Scalability

Scales best through replication and structured reuse, while its transformative impact is conditional on how seriously decision-makers integrate stakeholder perspectives into actual decisions.

Examples of use

- An elevated motorway in Brussels is heavily used by commuters but needs costly renovation. It also generates lots of nuisance for neighbouring residents. Would it be wise to tear it down? How would residents, commuters and transport operators be affected? The MOBRU project explored this problem.

Outcomes

Provides an overview of the positive and negative impacts on relevant stakeholders, highlighting the trade-offs between the most significant benefits and drawbacks that a decision entails. As the method is designed to support more informed decision-making, its potential impact can be as broad as the scope of the project to which it is applied.



Learn more

Te Boveldt, G., Keseru, I., and Macharis, C., 2022. When monetarisation and ranking are not appropriate. A novel stakeholder-based appraisal method. Transportation Research Part A: Policy and Practice, 156, pp.192-205.

7.21 Storytelling

Short description of method:

Storytelling is a powerful sense-making and vision-building method, particularly effective for aligning perspectives and fostering shared understanding. Participants write individual stories based on a story spine made prior to the work shop. However, storytelling typically needs to be combined with more structured approaches to translate insights into concrete actions and implementation pathways. Storytelling helps stakeholders express experiences, perspectives, and lived realities. Storytelling is best suited to small groups (4-6 people) but can be used in larger groups where storytelling happens in breakout groups.

Suitable to apply when the aim is to:

Achieve common problem framing
Create shared vision



Inclusivity

High. Broad inclusion is important to ensure that the story meet all relevant stakeholders needs.



Target group

All.

Resources

Physical space with enough rooms, tables, papers with story spine. Requires professional facilitation and analytical skills and works best in person.



Scalability

Highly scalable through replication, multiplication, and especially transformative effects, but less strong in pure growth due to its reliance on depth, trust, and meaningful interaction.



Examples of use

SHAPE ENERGY: EU Horizon 2020 project ran storytelling workshops to unpack the local energy challenges faced by city-level policymakers in 17 European cities. Each workshop used story spines but adapted to its local context and to participants to create a safe environment for conversations.

Outcomes

Storytelling generates qualitative data in the form of individual and collective stories and recorded discussions, commonly related to local level topics/problems. These can be used as material for research or as input for practitioners and policymaking, on the local level related to specific projects and problems. Storytelling can provide impact on diverse actors, e.g. policy, publics, scientists, industry, businesses, civil society actors. Its participatory and co-creation nature encourages shared learning.

Learn more

Mourik, R., Robison, R., and Breukers, S., 2017. Storytelling - SHAPE ENERGY facilitation guidelines for interdisciplinary and multi-stakeholder processes. Cambridge: SHAPE ENERGY

Mourik, R.M., Sonetti, G., and Robison, R.A.V., 2021. The same old story – or not? How storytelling can support inclusive local energy policy. *Energy Research & Social Science* 73, 101940.

Moezzi, M., Janda, K.B., and Rotmann, S., 2017. Using stories, narratives, and storytelling in energy and climate change research. *Energy Research & Social Science*, 31, pp. 1-10.

7.22 Transition Management

Short description of method:

Transition management is a prescriptive governance model that was developed for breaking the lock-in of unsustainable practices within specific sociotechnical systems. A key assumption in transition management is that societal change is enacted by a patchwork of different actors, private and public, who represent different interests and who are unable or unwilling to steer in the same direction. Transition management seeks to bring directionality to otherwise directionless processes.

Broad approach.

Suitable to apply when the aim is to:

Achieve common problem framing
Create shared vision
Create pathways
Create action points
Share responsibility



Inclusivity

Low.
Focuses particularly on frontrunners and niche actors. To enhance inclusivity broad involvement of stakeholders is needed.



Target group

All.

Resources

Requires substantial planning and resource use, a high level of organisational and scientific skills, and participant commitment.



Scalability

Transition Management scales less through expansion or easy replication and more through deep, transformative change processes.



Examples of use

- [Norwegian port sector ACES](#)
- EU projects

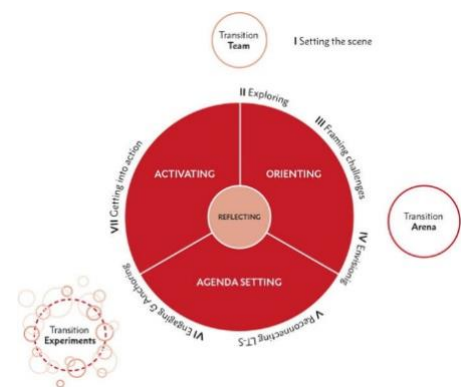
Outcomes

The primary tangible outcome of the process is the development of a transition agenda. Ideally, Transition Management enhances participants' capacity for self-organisation, extending beyond the immediate activities of the process itself. This may manifest as a shared sense of direction, motivation for local change, and strengthened collective empowerment. In addition, interviews conducted as part of the process can provide valuable insights into persistent challenges, potential transition pathways, and the dynamics and interconnections across different domains, actors, and scales.

Learn more

D. Loorbach [Transition Management for Sustainable Development: A Prescriptive, Complexity-Based Governance Framework](#), Governance, 23 (1) (2010), pp. 161-183

D. Loorbach, J. Rotmans [The practice of transition management: Examples and lessons from four distinct cases](#), Futures., 42 (3) (2010), pp. 237-246



7.23 Urban Mobility Labs

Short description of method:

a designated physical and digital location where citizens can seamlessly transfer between multiple sustainable transport modes to reduce car dependency

Suitable to apply when the aim is to:

Achieve common problem framing
Create shared vision
Create pathways
Create action points
Share responsibility



Inclusivity
High.



Target group
Experts and non-experts. The method combines workshops with experts and non-experts to align perspectives and possible collaborations and responsibilities.

Resources

Facilitating skills, 3-5 people responsible for planning and implementing process.



Scalability

Easy to spread to other stakeholder groups and to expand across regions and topics (e.g. energy, health, construction)



Examples of use

PORTUGAL: <https://sharedgreendeal.eu/hubs/braga-portugal> Urban Mobility Labs in Schools as a "Game Changer" for the European Green Deal - Experiences from the Horizon 2020 project Shared Green Deal. An urban mobility lab for smart and sustainable mobility in the context of schools will be created in Braga. The mobility lab will feature 30 young people from three different schools and 5-10 other stakeholders. By the end of the social experiment, policy recommendations for travel to school strategies at the city level will be formulated, and context-specific solutions will be co-created to raise awareness and support public and social acceptance of smart and sustainable school mobility.

BULGARIA: <https://sharedgreendeal.eu/hubs/sofia-bulgaria> The local experiment will explore the current mobility habits of students in three schools, located in three different districts of the city. During the experiment, the team will be exploring how the surroundings around the school can be improved to make it easier for students to adopt more sustainable options to travel to school rather than being driven by their parents. Furthermore, it will evaluate the need for introducing school bus lines for the schools located in the city centre and address behavioral change among parents and students.

See this theme



Learn more

<https://sharedgreendeal.eu/publications>

7.24 World café

Short description of method:

A world café is a structured conversational process for knowledge sharing in which groups of people discuss a topic at several small tables like those in a café. Some degree of formality may be retained to make sure that everyone gets a chance to speak. Although pre-defined questions have been agreed upon at the beginning, outcomes or solutions are not decided in advance. The assumption is that collective discussion can shift people's conceptions and encourage collective action.

Suitable to apply when the aim is to:

Achieve common problem framing
Create shared vision
Create pathways
Create action points
Share responsibility



Inclusivity
High.



Target group
All.

Resources

Facilitating skills, 3-5 people responsible for planning and implementing process.



Scalability

Highly scalable.



Examples of use

<https://epale.ec.europa.eu/en/blog/how-run-world-cafe> Câmara Municipal de Lisboa organised with four world cafés to listen to a representative sample of the population that lives, works, learns, or uses the territory for recreational purposes. The theme of the world café was the requalification of Almirante Reis Avenue, in Lisbon, Portugal, on the Avenue's positive and bad elements, as well as what it proposes to improve its public space and experiences. Participants included representatives from local residents' associations, cultural associations, bicycle and environmental protection activists, parents, and teachers, among others. The outcomes of the world cafés were quite rich, allowing people to exchange and explore other points of view while also discovering something new. At the end of each session, graphic panels were made to graphically organise the ideas and connections, acting as an excellent document to present the larger picture.



Learn more

<https://theworldcafe.com/key-concepts-resources/world-cafe-method/>
<https://www.sciencedirect.com/science/article/pii/S259029112030084X>

8 GOLIA use cases – three cities and three methods

GOLIA partner cities Florence, Pilsen, and Antwerp represent diverse urban contexts, challenges, and priorities. Their differences provide a valuable basis for developing and illustrating co-creation approaches that can be transferred to many other European cities. While some are further advanced in the green mobility transition and benefit from established stakeholder dialogues, others face more substantial structural challenges or are at earlier stages of implementing sustainable mobility measures. The cities vary in terms of geography and function, ranging from heritage-rich historical centres to major port environments, and they prioritise different issues, such as commuter mobility, the redistribution of urban space, or the use of digital tools. These variations extend to their governance cultures, administrative structures, and local engagement practices, all of which shape their respective needs and opportunities for co-creation within GOLIA. GOLIA partner cities have been selected through an open call among the frontrunners in stakeholder engagement and digital assets maturity. The use cases vary in terms of the stage at which the GOLIA policy-making methodology is applied. This diversity will allow the GOLIA methodology to be tested at different stages of decision-making.

The GOLIA proposal included a set of initial methodologies for each partner city based on conversations with the cities during the proposal writing process. Building on this foundation, the methodologies were further refined and tailored through a structured and iterative process combining desk research, expert input, and direct engagement with the partner cities.

First, a comprehensive desk review was conducted to identify relevant engagement methods. This included both scientific literature on stakeholder engagement processes, as well as practical toolkits developed in EU-funded initiatives. In particular, the SSH Centre Toolbox **Error! Bookmark not defined.** provided a good starting point for a structured overview of engagement methods.

Further, representatives of ACCTING and SHARED GREEN DEAL projects were contacted, experiences were exchanged in an online meeting and emails, and relevant publications with concrete examples, tested methodologies, and lessons learned from engagement processes were shared. Contributions from consortium partners EUR and POLIS further complemented this review by bringing in additional examples from European initiatives that have carried out engagement methods.

Second, interactive exchanges with the partner cities played a central role in the tailoring process. During the first consortium meeting held in Brussels in January 2026, a dedicated workshop was organized in which each city was invited to present its specific problem framing and local priorities, available resources and institutional capacities, previous experiences with stakeholder engagement methods, and expectations and needs for the GOLIA process. Following the workshop, additional bilateral and group follow-up meetings were conducted with the partner cities to settle on and refine the methodological choices.



8.1 Florence – Transition Management



Florence faces a complex set of mobility and urban space challenges shaped by its dense urban fabric and the constraints of a UNESCO protected historic city centre. A key issue is the redistribution of limited urban space, where solutions intended to improve mobility and urban logistics often encounter resistance from residents. Although the city has already piloted several logistics measures, such as microhubs and designated unloading areas (part of UNCHAIN project), user acceptance remains limited. The municipality can provide new solutions, but achieving broad public support and behavioural change is still a major hurdle.

The city also aims to ensure that co-creation processes and mobility measures are inclusive. Several groups are at risk of being left out of participation and decision making, including

residents, low-income groups, people living in surrounding areas, logistics service providers, local businesses such as hotel, cafes and restaurants.

Florence has built relevant experience with participatory approaches through recent initiatives such as FIXCLIMA³⁰, where a citizens' assembly brought together a broad set of residents to deliberate on climate-related challenges. The Citizens' Climate Assembly directly involves 100 residents and users of the city. Participants were contacted through a letter delivered to their homes. On the one hand, this approach is positive, as it also reached older residents who may not regularly use email or certified digital communication. On the other hand, it does not fully address two persistent challenges: participation tends to come mainly from those already interested in climate issues, and from individuals who have the time and availability to engage.

The city identified several important lessons from this process. A key challenge concerned the imbalance between “voices not heard” and “voices that make a lot of noise.” During the assembly, more vocal participants often dominated discussions, while quieter or more marginalised groups struggled to make their perspectives visible. Ensuring that all voices are genuinely heard, and not only those most confident or outspoken, emerged as a central requirement for inclusive engagement.

These experiences underscored the crucial role of the facilitator. Effective facilitation must ensure that discussions remain balanced and constructive, that the problem framing remains broad enough to reflect the diversity of stakeholders, and that less dominant participants are actively supported in contributing. Facilitators need both thematic understanding and strong interpersonal skills to manage dynamics, reduce tensions, and foster trust.

Florence's wider engagement practices are also supported by infrastructures such as Sportello al Cittadino, a citizen helpdesk located in libraries across the city's districts. This service helps residents,

³⁰ <https://firenzeperilclima.it/>

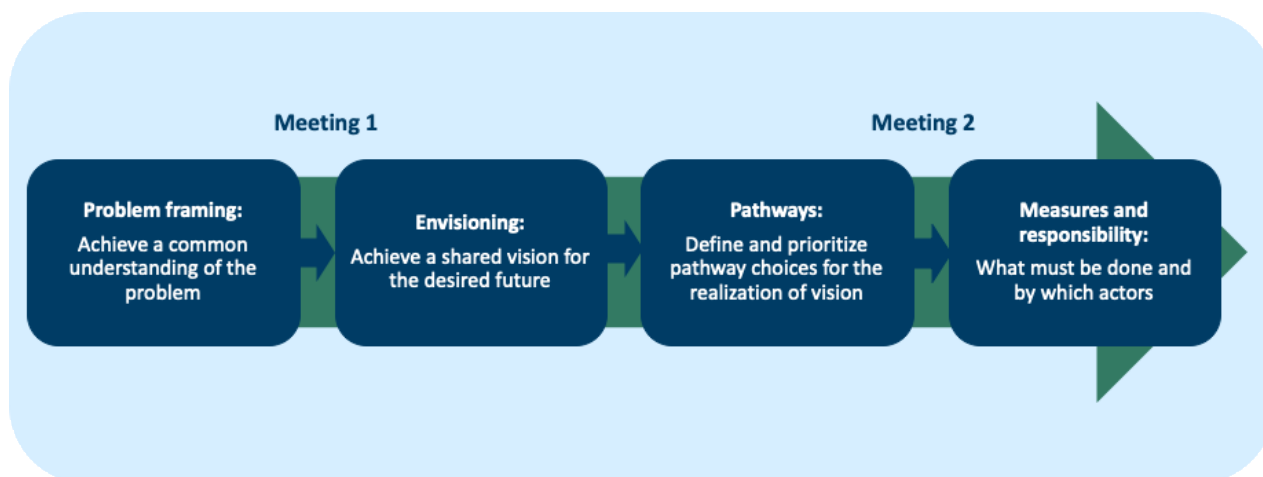
particularly those facing linguistic, cultural, or technological barriers, learn to use digital tools, apps, and municipal online services. These initiatives could help to involve vulnerable groups in future engagement processes.

Dedicated methodology – Transition Management

The dedicated method for Florence is Social Innovation Arena, consisting of a **compressed Transition Management (TM)** process and **Backcasting** activity. Transition management is a prescriptive governance model that was developed for breaking the lock-in of unsustainable practices within specific sociotechnical systems – such as the mobility system³¹. A key assumption in transition management is that societal change is enacted by a patchwork of different actors, private and public, who represent different interests and who are unable or unwilling to steer in the same direction. Proceeding from this assumption, transition management seeks to bring directionality to otherwise directionless processes.

Transition Management provide a process to achieve a common understanding of problem framing and envisioned future, as well as define pathways for the realization of vision, and measures and responsibility. Originally, TM, is a long-lasting process with multiple meetings over approximately a year. TM processes usually consist of four meetings addressing four topics: (1) problem framing, (2) vision building, (3) pathways, and (4) measures and responsibility. Furthermore, TM encourages participants to carry out small experiments to kick-start the transition. Based on best practices and experiences from the ACCTING initiative where school kids took part in mobility experiments, Florence is encouraged to carry out a small experiment in their engagement process.

The aim of Florence in GOLIA is to address already piloted logistic measures to learn how they can be adjusted to meet different stakeholders need. Thus, a compressed version of TM is proposed as the engagement method. In two meetings, the four topics of TM will be addressed.



In the **first meeting** Florence will address problem framing and vision building. Even though the city of Florence understands the problem and future vision, there is a need to involve and align these with different stakeholders (e.g. residents, logistics, tourism, retail, health). TM is suitable to gather insights into different perspectives, drivers and barriers of existing solutions for multiple use of public space. This will be

³¹ Loorbach, 2010

addresses in the first meeting. Based on discussions among participants, the city will identify one area that is considered particularly challenging regarding multiple use. This area will be topic of the second meeting.

Florence should aim to organise the **second meeting** in walking distance to the area regarding particularly challenging. In this meeting participants must be reminded about the **shared vision** created in meeting 1. After a brief recap, participants take part in a small **experimentation** on the chosen area. Based on their different roles, participants discuss implemented solutions and how multiple use will look in practise – what is working and what is not working as planned? What should be adjusted and changed? What are different needs that must be addressed in order to secure successful multiple use of the area? After the site visit, participants are divided into groups (4-6 people) that **co-create how current solutions of the chosen area should be tailored to meet the different needs identified**. They conduct a Backcasting activity by identifying what should be **phased out, built up and retained**. After these are presented in plenary, groups **prioritize two measures** (of phase out and build up) that are considered most important to start with, and assign measures and responsibility to the prioritized topics – (residents, businesses, ho.re.ca, municipal authorities, logistics providers etc.) Groups present and discuss in plenary. The last activity before letting participants leave is **evaluation of the engagement process**. Questionnaires developed in GOLIA for the participants and facilitators will be provided for Florence.

Transition Management evaluated in GOLIA

- **Inclusivity:** High
- **Target group:** All
- **Resources:** Resource intensive
- **Scalability:** Challenging

Facilitators take notes and facilitate discussions. These will be particularly valuable for the **agenda** that will summarize the outputs of the engagement process. The agenda will contain descriptions of the engagement process with concrete short-term and long-term action points on how the multiple use of area can take place in a seamless and good way. The

agenda can be shared with stakeholders inside and outside the arena. If shared outside, consider GDPR.

8.2 Pilsen – Serious Games

Pilsen faces a set of mobility challenges strongly shaped by commuting patterns, local business dynamics, and perceptions of transport options. A central issue is the large number of commuters who travel by car to major businesses located in the city. These large enterprises hold considerable influence in the local context, yet many show limited interest in engaging in dialogue with the municipality or promoting more sustainable mobility among their employees. It is generally difficult to motivate large businesses to take part in experimental activities, like engagement plans in GOLIA. Consequently, the city struggle to achieve collaborations that could foster change. In GOLIA, the aim is to engage large enterprises, and efforts will therefore be made to enhance their understanding of the benefits of participation. In addition, the city is very focused on digitalisation and



technologies and that, for example, initiatives with CCAM have been activated but the public value of that is still unclear^{32, 33}

The city's mobility environment is further characterized by a large number of parking spaces, which reinforces car dependency and reduces incentives for modal shift. Previous attempts to promote alternatives, such as park-and-ride tickets, have not achieved the expected uptake. Public transport is generally perceived as unattractive, and usage patterns reveal gendered differences: it is mainly women who rely on buses, while men more often choose the car, which continues to be perceived as the most comfortable way for commuting. Mobility planning in Pilsen is highly data-driven, focusing strongly on observed travel behaviour. While this provides a robust empirical foundation, it does not always capture people's underlying needs, preferences, or motivations. However, these insights are essential for designing effective mobility interventions and policy.

When considering inclusiveness, the accessibility to public transport for vulnerable groups is currently uncertain. Outreach to more vulnerable or harder-to-reach populations is primarily conducted through social services. Expanding these efforts to better understand the experiences of underrepresented groups, and to identify barriers that may not be visible through existing data remains an important opportunity for Pilsen.

Pilsen's efforts with stakeholder engagement in the mobility sector have largely centred on existing public transport users. The city has previously distributed surveys to people who already use public transport, providing insights into satisfaction levels, travel patterns, and perceived barriers. While this has generated useful data on current travel patterns, it has proven much more difficult to reach those who do not use public transport and measure actual travel needs. However, these are the groups whose perspectives are most needed to understand resistance to modal shift.

The city also tries to reach residents through social services, which act as an intermediary to connect with groups who may otherwise have limited interaction with municipal processes.

Involving political actors in mobility planning has also been a challenge. Local politicians often have limited availability to participate in engagement initiatives, partly due to the pressure of upcoming elections and the political risks associated with promoting measures that might be perceived as restrictive for car users. This makes it difficult to build broad institutional support for long-term mobility change and for co-creation processes that require continuous political backing.

Dedicated methodology - Serious Games

Serious Games has been chosen and tailored for Pilsen. Based on meetings with the city and project meetings insights into the city's planned resources and level of ambition were identified. Further, the cultural context became clear, which impacted formulation and tailoring of engagement method for Pilsen.

³² <https://atos-eu.org/2025/02/23/pilsen-introduces-self-driving-tram-system-for-future-of-city-transportation/>

³³ <https://www.yunextraffic.com/newsroom/5g-mobility-innovation-lab-pilsen/>



Serious Games is in this example a board game that foster insights into different stakeholder perspectives, different mobility needs, and discussions of how the future mobility system can be developed in a just and inclusive way. Serious games allow for groups of 4-6 people trying out extreme and radical solutions without risks connected to the real world. Social context of the experience allows for collective solution development, and the agency of the player allows them to feel the impact of their own actions on the game world. The game will include mobility solutions and policies that stakeholders need to discuss and take actions that leaves no-one

behind. Serious Games must be tailored to the local contexts where it is played. For Pilsen this will be done together with representatives from the municipality and actors from the private sector that holds previous experience with the method.

Vision building involves looking into the future. Therefore, solutions of CCAM and automation will be included as solutions and policies to be discussed when playing the game.

In Pilsen, Serious Games will be played by different stakeholders to gather insights about a range of different mobility needs – today and in the future: Two student groups, employees at municipality and large business where a large portion of employees are commuting to from suburban areas (aim for public and private business). Meetings will be 3-4 hours to play game, discuss pathways and measures that can be taken and implemented as a step towards a more sustainable transport system in Pilsen.

Serious Games evaluated in GOLIA

- **Inclusivity:** High
- **Target group:** All
- **Resources:** Some resources required
- **Scalability:** Easy to spread to other stakeholder groups and to expand across the city and region.

8.3 Antwerp – Community Visioning



Antwerp operates within a complex regional mobility landscape, involving multiple municipalities, transport operators, and governance bodies with differing needs, expectations, and priorities. A central challenge for the city is to improve modal shift outside the city centre; Smartways to Antwerp³⁴. Decisions are needed on which features should be added to ensure that the tool responds effectively to the demands of the wider transport region. This process is complicated by diverse stakeholder interests, including questions around financial models, data sharing and storage, technical integration, and cooperation agreements across organisational boundaries.

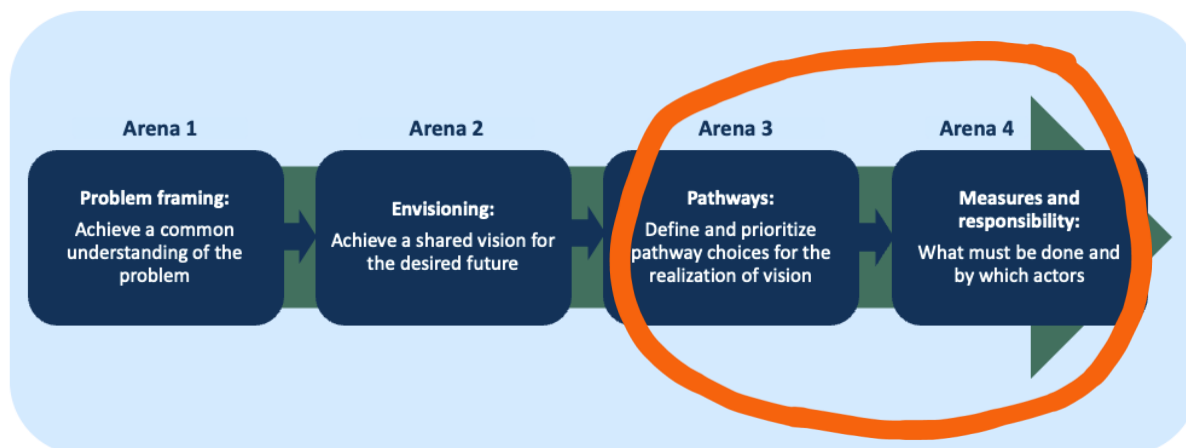
A defining element of Antwerp's context is the presence of one of Europe's largest ports, and a major employer in the region. The port generates substantial commuting flows, involving diverse types of workers travelling from across the wider region at varying times of day. Ensuring that mobility tools and services address these commuting patterns adds further complexity to mobility planning.

Additionally, a key focus for Antwerp is ensuring that the route planner and the related mobility services are inclusive and accessible. Several groups remain difficult to reach or insufficiently supported by existing mobility services and tools. People with disabilities and migrants, in particular, face persistent barriers: vehicles, stops, elevators, and other facilities are not consistently connected, making it impossible for users to plan a fully accessible end-to-end journey. Language barriers and limited digital literacy further affect the ability of some resident groups, including elderly people and migrant communities, to benefit from available services.

Antwerp regularly invites companies from across the region to annual networking events aimed at fostering dialogue on sustainable mobility practices and employer-based mobility management. Antwerp has also engaged employers through schemes which encourage sustainable commuting through incentives and partnerships with transport providers.

Another relevant experience is the "Mobility Safari," a serious-game format used to raise awareness about mobility choices and behavioural impacts. This tool has been used with groups such as school classes, offering an interactive way to explore mobility challenges. However, Antwerp has not yet used this method specifically with people with disabilities, which presents an opportunity for GOLIA to explore a more inclusive application of this approach and reflect on how such tools can be adapted to different user needs.

³⁴ <https://www.slimnaarantwerpen.be/en/home>



To better understand the mobility needs of different user groups and to ensure representative insights, Antwerp has carried out surveys based on random sampling. These efforts aim to capture a broad cross-section of the population rather than relying solely on self-selected participants. The city also works to reach migrant communities through local activity organizations.

Dedicated methodology - Community Visioning.

Based on discussions with Antwerp about problem framing, target group and resources, as well as mapping and evaluation of stakeholder engagement methods, Community Visioning combined with elements from Transition Management (TM) was identified as the dedicated method for Antwerp.



A combination of the two methods offers an engagement process which align well with Antwerp's needs, resources and target group. Community visioning focuses on visioning and getting insights into stakeholder groups' needs and challenges. The idea of Community visioning is to hold separate workshops with different stakeholders (e.g. residents in Antwerp, residents outside the city, municipalities in Flanders region, migrants, people with disabilities) to offer each group a safe space to share their experiences, needs, challenges and perspectives and gain confidence before meeting with other groups in a joint workshop to build basis for collaboration and action

points. Transition Management offer tools for defining and prioritizing pathway choices, measures, responsibility and action points that will be used in the final joint workshop.

In practise, Community Visioning with elements from Transition Management, will be carried out the following way in Antwerp; Antwerp will carry out separate meetings with different stakeholders to discuss their mobility needs and challenges related to Route planner smart ways to Antwerp. Identified relevant groups are municipalities in and around Antwerp, and residents inside and outside the city. Residential groups should particularly include people with disabilities and migrants, as these are often left out groups. The separate stakeholder groups should include approximately 20 participants, and last approximately 3 hrs.

After separate stakeholder meetings are held, the city will invite representatives from each group to a final joint event to create action points. The outputs from the engagement process can be an upscaling agenda with action points for next steps towards the future mobility planner. The agenda should be shared with the entire Community Visioning groups.

Community Visioning evaluated in GOLIA

- **Inclusivity:** High
- **Target group:** All
- **Resources:** Resource intensive
- **Scalability:** Easy to spread and replicated in other contexts

9 Evaluation framework

In the previous sections we presented the process through which we defined, selected, mapped, and applied relevant stakeholder engagement methodologies across the GOLIA cities. However, a critical outcome of this work is the evaluation of these engagement methodologies themselves.

The GOLIA project does not only provide a comprehensive map of existing stakeholder engagement methodologies, evaluated in terms of **inclusivity, suitable target groups, resources needed, and scalability**, but it also provides a specialized framework to evaluate their **impact**.

This impact is measured through two primary lenses:

1. **Efficacy in subject matter advancement:** this measures the ability of the engagement to progress the conversation on specific topics (such as new mobility policies, infrastructural or service changes, the introduction of new measures or restrictions, long-term mobility visions, etc.).
2. **Procedural efficiency:** this assesses how efficient the whole process has been in its execution, for example, whether the organizer successfully communicated the objectives and whether participants could express their concerns and ensure their voices were heard.

To achieve this, GOLIA builds on the CIVITAS MUSE evaluation framework as well as other relevant international frameworks focused on the assessment of participatory processes.

9.1 The CIVITAS MUSE evaluation framework

CIVITAS is a flagship European Commission program aimed at fostering peer-to-peer exchanges between cities to achieve ambitious mobility and transport goals, positioning mobility at the center of decarbonization. The CIVITAS MUSE evaluation framework (building on previous iterations like CIVITAS SATELLITE and ELEVATE) focuses on sustainable urban mobility measures implemented in cities and helps stakeholders understand their impacts through quantitative and qualitative metrics.

Key principles of the CIVITAS Evaluation Framework (CEF) include a shift from **measuring specific "measures" to measuring "impacts,"** as measures are often too diverse to allow for a manageable list of indicators. It also works with impacts at a level of **generality** that facilitates comparison across project sites while allowing for specialized internal indicators. Furthermore, the CEF balances **meaningfulness** and **feasibility** by providing alternative indicators based on data and resource constraints. Finally, evaluation is based on **comparing** the "After-pilot" condition against a hypothetical Business-as-Usual (BAU) scenario.

The GOLIA project is not part of the CIVITAS initiative, but it differs when it comes to pilots. GOLIA does not pilot physical mobility measures (like infrastructure) but rather concentrates on knowledge aggregation, understanding user behavior to produce recommendations, analyzing the impact of governance on mobility success, produces GO-X digital modules to help cities improve digitalisation of mobility planning and engages with citizens in consultations in the process. Consequently, the only actions in GOLIA that align with traditional pilots are the engagement activities. Since the current CIVITAS MUSE framework focuses primarily on technical mobility measures and lacks specific guidance on evaluating the quality of participatory processes, GOLIA fills this gap by producing a compatible framework that addresses these voids.

To ensure GOLIA's findings are compatible with the broader CIVITAS ecosystem, we use the CEF as a solid base and enrich it with project-specific criteria for both **efficacy** and **procedural efficiency**. We have adopted CIVITAS terminology to improve cross-project alignment, distinguishing between *ex-ante* (before implementation), *in-itinere* (during), and *ex-post* (after) evaluations. Furthermore, we make a clear distinction between **Impact Evaluation** (the specific topic of discussion, such as the pedestrianization of a street) and **Process Evaluation** (the perceived effectiveness of the engagement process).

9.2 Aligning GOLIA with International Standards: OECD Guidelines for Citizen Participation Processes

To fill existing gaps in the CIVITAS framework, we integrated the 2022 OECD Guidelines for Citizen Participation Processes³⁵. These guidelines highlight 9 dimensions which are critical to evaluating the impact of participatory processes. GOLIA utilizes the dimensions to structure a balanced evaluation approach.

1. **Clarity and impact:** Defining objectives from the outset with clear links to decision-making.
2. **Commitment and accountability:** Managing expectations and publicly committing to act on results.
3. **Transparency:** Informing the public on the use of inputs and decision-making processes.
4. **Inclusiveness and Accessibility:** Reducing barriers to participation for diverse and underrepresented groups.
5. **Integrity:** The engagement process must come from an honest intention.
6. **Privacy:** Treating personal data in compliance with GDPR and ethical standards.
7. **Information:** Providing accurate, diverse, and accessible evidence and expertise.
8. **Resources:** Securing human, financial, and technical capacity for implementation.
9. **Evaluation:** Used to strengthen trust in policymakers, conducted by the participants anonymously.

While these dimensions provided the initial inspiration for our approach, GOLIA revisited and adapted this framework to ensure it was fit for purpose within the specific context of urban mobility engagement. We chose to re-cluster and refine these dimensions to produce a more balanced and targeted methodological framework. In this revisitation, we removed **dimension 5 (Integrity)** and **dimension 9 (Evaluation)**. We considered Integrity to be an internal structural prerequisite of the authority rather than a measurable mobility outcome, and we viewed Evaluation as a meta-dimension that describes the assessment process itself, making its inclusion within the mapping redundant.

³⁵ OECD, 2022

Conversely, we added a tenth dimension, **Representativeness**, as it did not appear explicitly enough in the first iteration of our framework but remains crucial for ensuring that participant groups match the specific mobility challenge at hand.

9.3 Integration of GOLIA outcomes: MaaR and SOMI

To build a truly inclusive evaluation framework, we have integrated two core pillars of the GOLIA project, **Mobility as a Right (MaaR)** and the **Social Optimum Mobility Indicator (SOMI)**. These concepts provide the normative and analytical baseline for what we consider a successful mobility outcome.

9.3.1 Mobility as a Right (MaaR) for the evaluation of engagement methodologies

In the context of GOLIA, we define **Mobility as a Right** as the right to **safe, affordable, inclusive, and sustainable access** to essential societal resources. Recognizing MaaR transforms engagement from a **simple consultation into a legal obligation**. In this framework, we evaluate the engagement process based on its success in upholding the **Right to Participate**, ensuring that vulnerable groups, such as low-income residents, the digitally excluded, and persons with reduced mobility, **have genuine agency rather than mere presence**. We will also use MaaR principles as the benchmark for the discussion topics. A proposed mobility solution is only "successful" if it guarantees equitable access and adheres to the principles of vertical and horizontal equity³⁶.

9.3.2 The SOMI Pillars as assessment criteria of engagement methodologies

The Social Optimum Mobility Indicator pillars as defined in D1.3 and D1.4 work as qualitative criteria later used in our evaluation tools. When relevant, we map our assessment questions directly to these eight pillars to ensure that the Social Optimum is being measured:

- **Acceptability (Comfort, Quality, and Trust):** This focuses on comfort, quality, and trust, evaluating whether solutions align with user lifestyles.
- **Accessibility (Reaching Destinations):** This assesses how easily users can physically reach destinations like jobs, healthcare, and education.
- **Affordability (Financial Capacity):** This measures the financial cost burden of mobility relative to specific income levels.
- **Agency (Choice, Control, and Reliability):** This evaluates whether users have meaningful choice, control, and reliable alternatives.
- **Availability (Service Presence):** This tracks the objective presence of service in both space (coverage) and time (frequency).
- **Legal Recognition (Rights and Regulation):** This ensures users and various modes of transport are formally protected, regulated, and insured.
- **Participation (Voice and Influence):** This assesses the degree to which user groups have a voice and actively influence the planning process.
- **Safety and Security (Protection from Harm):** This covers protection from harm, including both traffic safety and personal security from crime or harassment.

³⁶ **Horizontal Equity:** Ensures fairness between individuals with similar needs (e.g., ensuring equal service quality across different territories or neighbourhoods); **Vertical Equity:** Addresses specific needs based on income, age, or disability to compensate for existing disadvantages (e.g., social tariffs or barrier-free infrastructure).

9.4 Detailed Mapping of Revised Evaluation Dimensions, and link to GOLIA's SOMI and MaaR

The following sections detail how our re-clustered dimensions are mapped to our core frameworks to create a novel approach to evaluating engagement methodologies.

1) Clarity and link to the outcome

Definition: “The objective of a citizen participation process should be defined from the outset and linked to a defined public problem or challenge. It should aim for a genuine outcome – and whenever possible, citizens and affected communities should be encouraged to set the agenda and propose issues to be addressed by participatory processes. A participatory process should have a clear link to decision making, and participants should be able to perceive their impact on public decisions.”

SOMI Alignment: This dimension aligns with the SOMI pillar of Participation, specifically regarding "Voice & Influence". It ensures that the participation isn't merely tokenistic but is designed to influence the planning of the mobility system.

MaaR Integration: This dimension ensures the participatory processes keep the concept of MaaR into account because it establishes engagement as a procedural right. By allowing citizens to set the agenda, it recognises that the "Right to Move" must be defined by the lived experiences and needs of the community rather than purely top-down directives.

2) Commitment

Definition: “Public authorities should be clear about the expected results of the process to manage participants’ expectations. There should be a public commitment to respond to or act on participants’ recommendations, following up on the use of their inputs in a timely - and when possible public – manner.”

SOMI Alignment: This dimension aligns with the SOMI pillar of Agency, particularly the "Reliability" aspect. When an authority commits to a result, it provides the user with the predictability required to exercise meaningful control over their mobility environment.

MaaR Integration: This dimension ensures the participatory processes keep the concept of MaaR into account because it provides Accountability. As MaaR is a normative obligation, a public commitment to act on input ensures that the state is held responsible for delivering the equitable mobility outcomes it promises.

3) Accountability and Transparency

Definition: “Public authorities should inform participants and the broader public on how they use the received inputs. The participation process should be announced publicly before it begins. There should be full transparency on any applicable decision-making process which will follow the participation process. The process design and all materials, as well as relevant data, should be available to the public in a timely manner. The response to the inputs received from participants and the evaluation after the process should be publicised and have a public communication strategy.”

SOMI Alignment: This dimension aligns with the SOMI pillar of Legal Recognition. Transparency provides the "Rights & Regulation" baseline needed for users to understand the rules of the system and how their involvement is formally recognised.

MaaR Integration: This dimension ensures the participatory processes keep the concept of MaaR into account because transparency is a prerequisite for Justiciability. Citizens cannot legally contest or support mobility policies unless the decision-making logic and supporting data are accessible and open to scrutiny.

4) Inclusiveness and accessibility

Definition: “Any interested person or stakeholder should be able to participate, and the processes should reflect the diversity of the community. This means that the methods chosen must be appropriate for the intended audience, efforts are made to reduce barriers to participation and to consider how to involve underrepresented groups. Participation can also be encouraged and supported through remuneration, covered expenses, and/or providing or paying for childcare and eldercare.”

SOMI Alignment: This dimension aligns with the SOMI pillars of Accessibility and Acceptability. It ensures that the process itself is “Comfortable and Trustworthy” for diverse groups and physically/economically reachable for all.

MaaR Integration: This dimension ensures the participatory processes keep the concept of MaaR into account because it operationalises Vertical Equity. By providing logistical support (childcare, remuneration), the process acknowledges that different groups require different levels of support to exercise their fundamental “Right to be Heard”, Article 41 of the Charter of Fundamental Rights of the EU.

6) Privacy

Definition: “There should be respect for participants’ privacy. Any data collected and published should have participants’ consent. All participants’ personal information and data should be treated in compliance with international good practices, such as the European Union’s General Data Protection Regulation (GDPR), and taking into account legal and ethical issues surrounding data collection and sharing, copyright, and intellectual property.”

SOMI Alignment: This dimension aligns with the SOMI pillar of Safety & Security. It extends the concept of “Protection from Harm” to the digital realm, ensuring that the user’s personal data security is prioritized during the planning phase.

MaaR Integration: This dimension ensures the participatory processes keep the concept of MaaR into account because it upholds the Privacy and Human Dignity aspects of the right. A mobility system cannot be considered “inclusive” or “just” if the price of participation is the exploitation of personal information and/or personal data.

7) Information

Definition: “Participants should have access to a wide and diverse range of accurate, relevant, and accessible evidence and expertise. Participation processes should be designed to give citizens full (to the extent necessary) and clear knowledge about a specific issue, in a way the group involved can understand and form an opinion.”

SOMI Alignment: This dimension aligns with the SOMI pillar of Agency. Access to “accurate and relevant evidence” is what empowers a user to make an informed choice and maintain “Choice and Control” over their mobility options.

MaaR Integration: This dimension ensures the participatory processes keep the concept of MaaR into account because it prevents Information Exclusion. MaaR requires that mobility knowledge be “understandable without digital privilege,” ensuring that the digitally limited or low-literacy groups have equal footing in the discourse.

8) Resources

Definition: “Public authorities should secure the necessary resources to properly implement participatory processes. Such resources can be human, financial, and technical. Public authorities might need to call on external expertise, but when possible should build capacities internally to foster a culture of participation. In addition, public officials should have access to appropriate skills, guidance, and training as well as an organisational culture that supports both in-person and online participation.”

SOMI Alignment: This dimension aligns with the SOMI pillar of Availability. Just as a transport mode must be "actually there," the "Service Presence" of the engagement process must be backed by tangible resources to be meaningful and sustainable.

MaaR Integration: This dimension ensures the participatory processes keep the concept of MaaR into account because it translates the "Right to Participate" into a Funded Mandate. Without allocated human and financial capital, the right to move and the right to co-design the city remain theoretical privileges rather than guaranteed rights.

10) Representativeness

Definition: “Make sure that the participant group matches the engagement’s problem, outcome and aim. Ensure that a stakeholder mapping exercise is conducted before the engagement session.”

SOMI Alignment: This dimension aligns with the SOMI pillar of Acceptability. A solution is only "Trustworthy" and "Lifestyle-aligned" if the specific Persona Groups (children, elderly, migrants) it affects were correctly represented during its conception.

MaaR Integration: This dimension ensures the participatory processes keep the concept of MaaR into account because it ensures Horizontal Equity. It guarantees that the needs of specific territories and social groups are reflected, preventing a "one-size-fits-all" approach that historically leads to systemic exclusion.

As mentioned, **dimensions 5 (integrity)** and **9 (evaluation)**, are included in the overall process reporting but are omitted from the specific SOMI/MaaR impact mapping for the reasons described below:

5) Integrity

- **Definition:** The process must have an honest intention. Depending on the scale of the process, there can be oversight by an advisory or monitoring board, and the participation process can be run by an arms’ length coordinating team that is different from the commissioning authority. Efforts should be made to protect the process from private interests or policy capture by specific interest groups.
- **Reason for Omission:** This dimension refers to the internal ethical governance and organizational setup of the authority. While vital for the legitimacy of the project, it is a structural prerequisite rather than a measurable mobility outcome or a user-centric impact that can be captured via the SOMI metric. We will assume GOLIA’s cities and other cities using the GOLIA’s evaluation questionnaire to be compliant with such structural prerequisite.

9) Evaluation

- **Definition:** Participation processes should be evaluated to create an opportunity to learn and improve. Evaluation strengthens the trust of policy makers, the public, and stakeholders in any recommendations or other outcomes of participation processes. There should be an anonymous evaluation by the participants to assess the process based on objective criteria and an internal

evaluation by the co-ordination team. An independent evaluation is recommended for some participatory processes, particularly those that last a significant time.

- **Reason for Omission:** This is a **meta-dimension** that describes the assessment of the engagement process itself. As the purpose of this entire deliverable is to establish the evaluation framework, mapping this dimension to the others would be redundant; it is the mechanism through which the other eight dimensions are validated.

9.5 GOLIA's ENGAGEMOVE Impact Questionnaires

The evaluation is operationalized through a series of questionnaires designed for both Public Authorities and participants.

- The **Public Authority's questionnaire** is answered ex-ante and ex-post the activity to track procedural efficiency and effectiveness.
- The **Participant's questionnaire** is answered ex-post the engagement activity to capture real-time feedback on discussion topics and the procedural efficiency.

By incorporating these questions, public authorities can reflect on their activities and identify strengths and weaknesses. This allows for a standardized assessment of engagement and ensures that mobility policy making and planning remains truly user-centric and socially equitable. These tools will be translated into Italian, Dutch, and Czech to be used during GOLIA's engagement activities and are intended to be replicable outside the project.

Questions targeting the **organizers ex-ante**

Dimension	Question	Type
1	What is the objective of the engagement process? Which specific mobility challenge are you aiming to address?	Process
1	What do you expect as a specific outcome from the present engagement activity?	Process
4	Which stakeholders and groups did you identify to be involved in the engagement activity, and why?	Process
3	How are you planning to publicly communicate the engagement activity and the results?	Process
4	What is your communication strategy to recruit specific hard-to-reach target groups?	Process
3	How much time in advance will you prepare all materials and data to be shared with the participants ahead of the event?	Process
2	To what extent will the recommendations made by the participants be taken up by the public authority?	Process
2	What is the timeline for the response and follow-up on the inputs received?	Process
3	What decision-making steps will you take as a result of this engagement activity?	Process

Questions targeting the **organizers ex-post**

Dimension	Question	Type
1	To what extent did you encourage stakeholders to propose issues or set the agenda for this or an upcoming session?	Impact
3	How far in advance did you promote the session to the general public before the implementation phase?	Process
1	How did you explain to the participants the link between the engagement activity and the final decision-making process?	Process
3	How did you communicate to the participants the decision-making timeline following the engagement activity?	Process
4	To what extent were the participants reflecting the diversity of the local community?	Impact
10	To what extent did the participants match the specific problem, outcome, and aim of the engagement?	Impact
4	How did you ensure that the engagement methods chosen were appropriate for the participants' needs?	Process
7	Which precautions did you take to avoid influencing the participants' thinking/opinions?	Impact
7	How did you ensure that the information presented was accessible to all participants, regardless of their background?	Process
8	How did you ensure that the human, financial, and technical resources were sufficient for the implementation of this participatory process?	Process
7	How did you provide access to evidence and expertise?	Process
8	Did you rely on external expertise to conduct the engagement sessions? If yes, what specific expertise was required, and for what phase?	Process
8	To what extent does this engagement activity help build a sustained culture of participation for your authority?	Impact
3	Are the results of the engagement activity accessible to the general public?	Impact
6	How do you ensure compliance with EU data protection regulations?	Process

Questions targeting the **participants ex-post**

Dimension	Question	Type
1	Which topic was discussed today?	Process
6	How clear is the link between this activity and the expected outcome? / How clear is it what this activity is expected to achieve?	Impact
7	How clear was the city's explanation regarding how it will use your input?	Impact
8	To what extent do you trust the public authority with incorporating your recommendations?	Impact
10	Has the timeframe for the city's response and follow-up been clearly communicated to you?	Impact
2	How did you find out about the event and its structure?	Impact

1	To what extent was the communication ahead of the event easy to understand?	Process
1	To what extent were the participants in the room representative of your community / the city's inhabitants?	Impact
2	Which event features (venue accessibility, timing, logistics, etc.) facilitated your participation and what could have been better?	Process
3	To what extent did you feel this was a safe space where you could provide honest contributions?	Process
4	Did you receive sufficient information regarding your data protection rights during the event?	Process
4	To what extent did the data protection guarantees make you feel comfortable when sharing your honest opinions?	Impact
4	Was today's information helpful and relevant to the mobility issues discussed?	Process
7	To what extent did the information/explanation help you form your own opinion on the issue?	Process
6	To what extent did the session setup (time, staff, tools) help you take part?	Process
6	How was the event relevant to you and your mobility needs?	Impact

9.6 Evaluation of the GO-X modules

Another element to be included in the evaluation framework is the assessment of the acceptance, usability, and usefulness of the AI-enabled GO-X modules within the decision-making process of their end-users. At the time of writing this deliverable, the GO-X modules are still being finalized; therefore, the detailed definition of the evaluation approach for the GO-X modules will be developed in collaboration with the GOLIA partner cities as part of Task T3.1. Nevertheless, this section already outlines the role that the GO-X modules will play within both the impact and process evaluation.

Of the four GO-X modules developed in WP2, all but GO-Data will be assessed through ENGAGEMOVE. GO-Data operates at the data-infrastructure layer and is not exposed to end users in a way that lends itself to user-perception evaluation. The remaining three modules are user-facing components that will be deployed in the partner-city living labs (T3.1) and are therefore in scope for the evaluation framework. A brief description of each is provided below to clarify what is being evaluated and why the proposed instruments are appropriate:

- GO-INFO

GO-INFO is the citizen-facing information and consultation interface of the GOLIA platform, and the primary entry point through which residents access mobility information, respond to surveys, and provide feedback to local authorities. ENGAGEMOVE is a direct input to GO-INFO (see Chapter 4.3): the engagement methodologies mapped in this deliverable define the functional requirements for its public-facing components, including the survey tools and feedback mechanisms that will be deployed in the partner cities.

- GO-KNOW

GO-KNOW is the knowledge-management and decision-support module used by city staff and mobility planners. It aggregates engagement outputs, contextual data, and analytical layers to support evidence-based planning decisions. Evaluation will focus on how effectively GO-KNOW supports planners in translating engagement results into actionable mobility interventions.

- GO-WISDOM

GO-WISDOM is the recommendation and scenario-exploration module that surfaces options and trade-offs to both citizens and city staff. Evaluation will assess whether the module's outputs are perceived as useful, trustworthy, and actionable in the context of the engagement processes carried out in T3.1.

Once finalised and implemented in the living labs, each module will be evaluated using a tailored mix of the Technology Acceptance Model (TAM), the System Usability Scale (SUS) and the Net Promoter Score (NPS). The three instruments are complementary: TAM measures perceived usefulness and ease of use, which speaks to whether the module fits the task it was designed for; SUS provides a standardised usability score that supports comparison across modules and against external benchmarks; and NPS captures the user's overall willingness to recommend the tool, which is a proxy for sustained adoption beyond the project.

The specific item sets and KPIs will be finalised in T3.1, once the modules reach the relevant maturity level, in consultation with the WP2 leaders. The results will feed back into both the WP2 development cycle and the impact.

10 Practical recommendations for cities

This chapter outlines key aspects that cities should take into account when preparing and delivering citizen engagement activities. In addition, the ex-ante questions GOLIA's ENGAGEMOVE Impact Questionnaires in Ch. 9.5 can be used not only for assessment purposes, but also as a reflective tool to support the planning and design of engagement processes from an early stage. The aim is to support cities in making informed preparatory choices and in designing engagement processes that are feasible, credible, and impactful.

Effective citizen engagement requires deliberate planning, clear organizational arrangements, and appropriate resources. For cities and local authorities, engagement processes need to be designed in a way that supports inclusion, transparency, and meaningful input into decision-making. Considerations related to capacity, expertise, recruitment, timing, and practical implementation therefore play a critical role in shaping both participation levels and the quality of outcomes.

10.1 Human and financial resources

Adequate human and financial resources are a prerequisite for meaningful citizen engagement. Cities should ensure that sufficient staff capacity is available for the full engagement cycle, including preparation, outreach, facilitation, documentation, and follow-up. Clear allocation of roles and responsibilities helps avoid gaps and supports smooth implementation. Financial resources should be proportionate to the scale and ambition of the engagement activity. Budgets should cover not only core costs such as venues, digital platforms, and facilitation, but also measures that support inclusiveness, such as translation, accessibility services, childcare, travel reimbursement, or catering. Limited resources can constrain participation and reduce trust if expectations cannot be met; therefore, early resource planning and contingency budgeting are essential.

10.2 Expertise to be involved

Citizen engagement processes benefit from combining different types of expertise. Depending on the engagement method, subject-matter expertise may be needed to provide participants with relevant information on the topic at hand. At the same time, expertise in participatory methods and facilitation is crucial to design inclusive processes and manage group dynamics effectively.

Cities may choose to rely on external experts, particularly for process design, neutral facilitation, or evaluation. When external expertise is involved, roles should be clearly defined and potential conflicts of interest avoided. Experts should support informed discussion without steering participants toward predefined outcomes. Where possible, input should be presented in accessible formats and allow room for dialogue, questions, and critical reflection.

10.3 Inclusive recruitment and representativeness

How participants are recruited has a decisive impact on who takes part and whose perspectives are ultimately reflected in an engagement process. Cities should therefore place particular emphasis on



recruitment strategies that give all segments of the local population a fair opportunity to participate, rather than relying solely on self-selection or existing networks.

Inclusive recruitment aims to reach beyond the most visible or already engaged groups and to reduce structural barriers to participation. This may involve using multiple communication channels, working with community organizations or trusted intermediaries, and actively reaching out to underrepresented groups. Practical measures such as accessible venues, flexible timing, language support, or compensation for expenses can further support equitable participation.

10.4 Timing

Timing strongly influences participation levels and the perceived legitimacy of engagement activities. Engagement should be scheduled early enough to meaningfully inform decision-making, rather than taking place after key decisions have already been made. Clear alignment between the engagement process and the policy or project timeline should be communicated from the outset.

Sufficient time should be allocated for promotion and outreach, particularly for open calls to the general public. Activities should avoid periods that create unnecessary barriers, such as school holidays or major local events. Equally important is planning time after the engagement for analysing inputs, reporting results, and providing feedback to participants about next steps and decision timelines.

10.5 Practical tips for effective engagement

Effective citizen engagement requires careful attention to practical design and facilitation. Agendas should be clearly structured, realistic in scope, and balanced between information input, discussion, and reflection. Using easily understandable, non-technical language helps ensure that all participants can engage meaningfully, regardless of their background.

Communication about the activity should be clear, transparent, and adapted to the target groups, using appropriate channels and formats. Visual materials, examples, and summaries can support understanding, while digital or analogue tools should be chosen based on participants' skills and access (tips for the use of digital tools, see here: <https://netzerocities.app/resource-5049>). Creating a welcoming environment, e.g., including breaks, informal interaction, refreshments, and simple icebreakers, can help build trust and encourage open dialogue. Neutral facilitation and agreed ground rules further support respectful and constructive exchanges.

10.6 Check list for engagement processes:

Purpose & Agenda-Setting

- ☐ Level of influence clearly defined (inform / consult / co-create / co-decide)
- ☐ Participants informed of what they can and cannot influence
- ☐ Stakeholders invited to propose issues and topics
- ☐ Transparent explanation of limits and decision authority

Timing & Planning

- ☐ Engagement promoted sufficiently in advance (recommended 4–6 weeks)
- ☐ Outreach/ recruitment strategy aligned with target groups

- ☐ Engagement scheduled early enough to influence decisions
- ☐ Time allocated for analysis, reporting, and feedback

Practical Facilitation

- ☐ Icebreakers included
- ☐ Ground rules agreed
- ☐ Breaks planned
- ☐ Food/refreshments provided where relevant

Human & Financial Resources

- ☐ Roles defined (coordination, facilitation, logistics, reporting)
- ☐ Backup staff or contingency planned
- ☐ Budget covers facilitation, venue/platform, communication, accessibility, catering
- ☐ Tools available for on-site, online, or hybrid engagement

Neutrality

- ☐ Neutral facilitators used
- ☐ Clear roles and safeguards for neutrality
- ☐ Neutral meeting grounds chosen
- ☐ Measures taken to address dominant voices or authority pressure

Inclusiveness & Diversity

- ☐ Participants reflect local diversity (age, gender, socio-economic background, etc.)
- ☐ Participants match the problem, aim, and expected outcomes
- ☐ Practical barriers addressed (time, language, cost, accessibility)
- ☐ Methods adapted to participants' needs and capacities
- ☐ Online / offline / hybrid options considered
- ☐ Adjustments made for language, literacy, disability, digital access

Communication & Information

- ☐ Easily understandable, non-technical language used
- ☐ Visuals, summaries, translations provided where needed
- ☐ Clear explanation of how input links to decisions
- ☐ Post-engagement decision timeline explained to participants

Data Protection and Transparency

- ☐ GDPR compliance ensured
- ☐ Participants informed about data collection and use
- ☐ Consent obtained where required
- ☐ Data stored securely and anonymized

Results & Follow-up

- ☐ Outcomes documented clearly and accessibly
- ☐ Results made available to the wider public
- ☐ Participants informed how their input was used
- ☐ Action point formulated and plan for follow-up

11 Conclusions

This deliverable has presented **ENGAGEMOVE**, a comprehensive, SSH-led toolkit for stakeholder engagement in urban mobility planning. By systematically mapping and evaluating 24 engagement methodologies, and by grounding them in established research and EU project experience, the report provides both **methodological clarity and practical guidance** for cities aiming to implement inclusive and effective engagement processes.

A central contribution of ENGAGEMOVE is the structured evaluation of engagement methods according to **inclusivity, target group, resource requirements and scalability**, enabling cities to make informed choices tailored to their local context and governance needs. The mapping demonstrates that no single method is universally applicable; rather, meaningful engagement requires **context-sensitive combinations of methods**, adapted to specific mobility challenges and stakeholder constellations

The deliverable also highlights that **stakeholder engagement is not merely a procedural step, but a precondition for just and effective mobility transitions**. Mobility systems are deeply embedded in everyday practices and social contexts and therefore cannot be shaped through technological optimisation alone. Instead, they must be co-developed with citizens, stakeholders and users, ensuring that diverse experiences, needs and values are reflected in planning and decision-making processes.

A further key outcome is the development of a **comprehensive evaluation framework for engagement processes**, aligned with CIVITAS MUSE, OECD guidelines, and GOLIA's conceptual foundations such as MaaR and SOMI. The framework enables the assessment of both **procedural quality and substantive impact**, and integrates the evaluation of the user-facing **GO-X modules (GO-INFO, GO-KNOW and GO-WISDOM)** through established instruments (Technology Acceptance Model, the System Usability Scale and the Net Promoter Score). This creates a coherent link between engagement activities, digital tools, and impact assessment within the GOLIA project.

The application of ENGAGEMOVE in the three partner cities – Florence, Pilsen and Antwerp – demonstrates how engagement methodologies can be **tailored to different urban contexts, governance cultures and mobility challenges**. These use cases illustrate the practical value of combining methodological guidance with local adaptation, and highlight the importance of sustained facilitation, inclusive recruitment strategies, and adequate resources for achieving meaningful participation.

Finally, the deliverable provides a set of **practical recommendations and actionable insights** for cities, including the need for early planning, sufficient resources, inclusive recruitment, clear communication,



and structured follow-up. These recommendations reinforce that effective engagement often is **resource-intensive but essential**, and that investing in well-designed processes contributes to stronger legitimacy, higher acceptance, and more resilient policy outcomes.

In conclusion, ENGAGEMOVE offers a robust and transferable framework for designing, implementing and evaluating stakeholder engagement in mobility policy making and planning. By integrating SSH perspectives with practical tools and evaluation mechanisms, it supports European cities in moving towards **adaptive, inclusive and socially grounded mobility governance**, in line with GOLIA's broader ambition of enabling just and sustainable urban transitions.

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