

# Best Practice Guide: Community Inclusion for Community Benefit

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## Introduction

This best practice guide is intended to be a useful tool and resource for delivery teams within nature-based projects who are looking to engage with their communities in a meaningful and sustainable way.

The steps below have been identified through a co-design process with a range of stakeholders including developers, delivery teams, community groups, education institutes, charities, and more. The steps have been numbered for ease while navigating this document, but community engagement is not a linear process, these steps are interconnected and will each be revisited at multiple stages throughout project design and delivery.

This guide has been developed alongside the Community Inclusion Standard (CIS): an auditable plug-in which is intended to sit alongside the nature codes to support recognition of best practice community engagement.

Each step listed below is broken down into the following subsections:

- **An overarching principle:** highlighting what a project should be aiming to achieve through this step.
- **Questions for project leads:** a list of questions to be discussed (and answered) by the delivery team before a project commences to support delivery of a meaningful engagement process.
- **Resources and case studies:** links to external guides, frameworks, policies and examples of best practice.
- **Actions:** a list of possible practical actions a project delivery team can undertake throughout their planning and delivery of a community engagement process. Not all of these actions will be relevant for every project but are intended to be used as a guide. Alongside actions, it is noted which CIS requirements each step aligns with.
- **Evidence:** a list of some possible options to evidence each step. The project delivery team should work with their community to determine what measures they will be using to evidence and evaluate their own project.



## Step 1: Identifying a project which is bespoke, purposeful and location specific

PROJECTS SHOULD BE CONSCIOUS OF, AND RESPONSIVE TO, A COMMUNITY'S UNIQUE CHARACTERISTICS, CAPACITIES AND CAPABILITIES. THE DEPTH AND SCALE OF COMMUNITY PARTICIPATION SHOULD BE REFLECTIVE OF THE POTENTIAL FOR COMMUNITY INFLUENCE OVER PROJECT OUTCOMES, AND THE COMMITMENT TOWARDS COMMUNITY BENEFITS.

### Questions for Project Leads:

- What is the location you are looking to do an engagement process? What are the geographic bounds of the area?
- What would you like to address through an engagement process?
- Is the question for communities clear and specific? For example "Would you [the community] like a new biodiverse forest in this area? What could some of the benefits or challenges be with growing a new biodiverse forest in this area be to the community?"
- What are the project's parameters?
- Do you have an intended/expected outcome?
- Who is your target community? Is this a community of interest or a geographic community?
- What does the community want/need?
- What is the background of the community's wants/needs? Is there a history of engagement or challenges the community have faced on this topic?
- How does your project meet this need?

### Resources and case studies:

- [Delivering Community Benefits from Land](#) (Scottish Land Commission)
- [Guidance on Engaging Communities in Decisions Relating to Land](#) (Scottish Land Commission)
- [Community Engagement in Decisions Relating to Land Route Map](#) (Scottish Land Commission)
- [Stakeholder mapping visual](#) (Deciding Matters)
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### Actions:

Best Practice
Highlight your target location on a map which can be shared with the community. Identify the Local Authority and Community Council areas within which the location sits.
Highlight opportunities for community wealth building through community benefits. This will support deliberation with the community and help define parameters.
Determine the level of impact (both positive and negative) your project will have on the community. Discuss this with the community to ensure all perspectives of impact are considered.

Define the community (this includes geography and demographics of people) you wish to engage through your project, and what you want to engage them on.

Identify and document, in a way that can be shared with the community, the parameters your project is working within. This may include funding restraints, landowner wishes, investor priorities, etc.

Check with local place plans (e.g. community action plans) to identify community priorities which could be addressed by your project.

Take time to understand local context; local policies which impact land use, historic relationships with the land, community groups with a history of engaging (or not) with local projects, etc.

Relevant CIS Basic Requirements	Relevant CIS Enhanced Requirements
<ul style="list-style-type: none"> <li>• 1.1.1</li> <li>• 1.1.2</li> <li>• 1.1.3</li> <li>• 1.1.5</li> <li>• 1.2.7</li> </ul>	<ul style="list-style-type: none"> <li>• 2.2.1</li> <li>• 2.2.3</li> <li>• 2.3.1</li> </ul>

**Evidence:**

Example evidencing measures
<ul style="list-style-type: none"> <li>• Map of project area and relevant local authorities and community councils</li> <li>• List of parameters which has been shared with the community.</li> <li>• Stakeholder map visuals</li> <li>• Copy of local place plan with highlighted areas of overlap between community objectives and project aims</li> </ul>

## Step 2: Budgeting, resourcing, capacity and capability building

PROJECTS SHOULD HAVE FUNDING IN PLACE THAT ENABLES HIGH QUALITY, HIGH INTEGRITY COMMUNITY ENGAGEMENT AND COVERS ADEQUATE PLANNING AND PREPARATION FOR, AS WELL AS DELIVERY OF, COMMUNITY ENGAGEMENT. FUNDING SHOULD INCLUDE ALL ASSOCIATED COSTS AND PROVIDE FLEXIBILITY TO REFLECT THE COMPLEXITY OF THE PROJECTS' SCOPE, AMBITION AND INTENTIONS.

NATURE PROJECTS SHOULD SUPPORT COMMUNITIES IN AN EQUITABLE WAY. PROJECT STAFF NEED TO BE GIVEN ADEQUATE TIME AND RESOURCE TO ENGAGE WITH COMMUNITIES MEANINGFULLY. COMMUNITY VOLUNTEERS ARE AN INVALUABLE ASSET TO COMMUNITIES BUT ARE ALSO VULNERABLE TO BEING OVERBURDENED AND EXPLOITED. EXPERT ADVICE AND ACTIVITIES PROVIDED FOR FROM WITHIN THE COMMUNITY SHOULD BE FULLY COMPENSATED. THE PROVISION OF PAID JOBS WITHIN THE COMMUNITY MAY BE THE MOST APPROPRIATE ROUTE TO MEET PROJECT NEEDS AND COULD BE AN IMPORTANT PROJECT CO-BENEFIT FOR THE COMMUNITY.

### Questions for Projects Leads:

- What skills are required to deliver this community engagement/participatory process?
- Are all these skills currently covered by the staff team?
- Do these skills exist elsewhere in the community?
- Do you have realistic expectations with regards to your budget? E.g. is your budget reasonable for light-touch consultation or full community co-production?
- What resourcing do you need to fulfil your plan, e.g. how many staff do you need, how much time should they commit, what will the cost be?
- What direct costs might you encounter for delivering the engagement process? Direct costs may include venue hire, participant travel, catering, BSL, mechanisms to reduce barriers to participation such as printing costs, mental health support, and a gift of thanks for attending sessions. A gift of thanks is typically a monetary voucher or bank transfer to thank participants for giving up their free time. A gift of thanks is typically offered to participants who are attending workshops, participating in an interview or other type of engagement. You may also wish to provide a gift of thanks to any voluntary or community organisation who is providing delivery support.

### Resources and case studies:

- [Investment Readiness Toolkit, Community Engagement](#) (GFI)
- [Participation Handbook](#) (Scottish Government)
- [Research - paying participant expenses and compensating for time: guidance](#) (Scottish Government)
- *Example budgets for light-touch and intensive community engagement processes (to be added)*

**Actions:**

Best Practice
Include all associated costs in initial funding requirements including staffing/direct delivery costs (travel, food, gift of thanks, venues, additional support for participants, resources)
Ensure that community engagement costs are realistically budgeted for, e.g., whether you are carrying out a light touch consultation vs. community co-design
Continue to review budgets and adapt where appropriate (and in line with funding guidance) to meet evolving needs of the project.
Budgets should include communications costs relative to realistic plans for promotion including media plans and advertisement of the project.
Create budgets which include a day rate for community volunteers/steering groups who are involved in moving projects forward.
Identify partnership opportunities to share expertise and resources across community groups and projects (geographically and topically). This could include sharing contractors or consultants across projects where possible to increase affordability. This could also include sharing resources such as project plans.
Work closely with local organisations (including voluntary, charity, educational institutes, etc.) and/or individuals to identify suitable roles and appropriate compensation (i.e. some groups may expect consultant pay, some may expect expenses).
Utilise existing project plans, frameworks and evaluation methods where possible to reduce resourcing pressures.
Consider levels of underemployment in the local community and opportunities for paid roles within the project.
Ensure staff are provided with time and scope to work on project legacy, including growing the project beyond initial scope and developing new directions for the project activities, where appropriate.
Identify whether an external agency should be brought in to deliver community engagement and whether this is covered by your budget.

Relevant CIS Basic Requirements	Relevant CIS Enhanced Requirements
<ul style="list-style-type: none"> <li>• 1.1.2</li> <li>• 1.2.2</li> </ul>	<ul style="list-style-type: none"> <li>• 2.1.1</li> <li>• 2.1.2</li> <li>• 2.1.3</li> </ul>

**Evidence:**

Example evidencing measures
<ul style="list-style-type: none"> <li>• Research on local employment gaps and opportunities</li> <li>• Detailed budget breakdown</li> <li>• Objectives from other community groups with overlapping aims who may share resources</li> <li>• Staff timesheets and details of work undertaken</li> </ul>

## Step 3: Identifying scope, project design, and coordinating with wider activities

CLEAR SCOPE AND PROJECT OBJECTIVES SHOULD BE IDENTIFIED AND COMMUNICATED TO THE COMMUNITY. PROJECT DESIGN SHOULD BE DEVELOPED ALONGSIDE EXISTING FRAMEWORKS SUCH AS COMMUNITY ACTION PLANS, AND COGNISANT OF OTHER PROJECTS AND INITIATIVES REQUIRING COMMUNITY INPUT. THIS IS PARTICULARLY IMPORTANT TO SUPPORT INTEGRATED 'JOINED UP' ACTIVITY, TO DELIVER BROADER COMMUNITY BENEFITS AND TO MITIGATE AGAINST ENGAGEMENT FATIGUE.

### Questions for Project Leads:

- What can realistically be changed through your participation process, and what are the parameters you are working within? If nothing can be changed, is a meaningful participation process able to take place?
- Where are there opportunities for power to be shared with participants/stakeholders? For example, is there a point at which you can bring in local citizens or local organisations to make some of the design decisions such as a citizen-led steering group or a governing role in how the engagement is carried out? This typically works well for longer-term projects such as citizen-panels. How might participants/stakeholders decision-making be made ethical and equitable? For example, do all participants share equal say through a vote or consensus-building or do participants who are more affected by the issue have greater say?
- What existing community plans and projects are taking place with similar ambitions? Where is the starting point for engagement?
- What are our key questions for the community and what type of engagement will best enable the community to answer these questions?

### Resources and case studies:

- [National Standards for Community Engagement](#) (SCDC)
- *Examples of key lines of enquiry for communities (to be added)*

### Actions:

Best Practice
Undertake local stakeholder/asset mapping exercise to identify skills/resourcing already available and where local community structures (e.g. land management group, community council, development trusts, educational programmes, tourism board) are already in existence which can

be approached for discussion around collaboration opportunities. Tap into existing funded frameworks/groups.
Provide a list of decisions and topics that community stakeholders/participants can have direct influence over. Provide a list of parameters which the community stakeholders/participants cannot influence (and explain why).
Ensure the project has been considered in relation to wider community action plans or other ongoing community projects.
Provide information on when people should expect to see change. Expectation setting – people might not see immediate benefits but will still work towards positive change for future generations. Also be clear where timelines may be unknown (for example, if it is unknown when funding will be made available).
Ensure scope and outcomes are clearly set – directing conversations in a positive and constructive way.
If relevant, provide guidance and training to staff on effective facilitation, mediation and building consensus methods and how to manage difficult conversations where there is contention.
Expectation setting - not everyone will get what they want - build into the process what to do if all parties are unhappy.

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<ul style="list-style-type: none"> <li>• 1.1.1</li> <li>• 1.1.2</li> <li>• 1.1.3</li> <li>• 1.2.1</li> <li>• 1.2.3</li> <li>• 1.2.4</li> <li>• 1.2.7</li> <li>• 1.2.11</li> </ul>	<ul style="list-style-type: none"> <li>• 2.2.2</li> <li>• 2.2.3</li> <li>• 2.3.1</li> </ul>

**Evidence:**

Example evidencing measures
<ul style="list-style-type: none"> <li>• Localised asset map (with relevant organisations/individuals highlighted)</li> <li>• Timelines shared with community groups</li> <li>• Clear key questioning for communities</li> <li>• Staff experience of design and facilitation</li> </ul>



## Step 4: Identifying decision-makers and building in legitimacy

PROJECTS SHOULD AIM TO ENGAGE WITH DIVERSE VOICES, BROADLY REPRESENTATIVE OF THEIR COMMUNITY, TO TAKE PART IN CONSENSUAL PARTICIPATION THAT HAS BEEN SHAPED WITH COMMUNITIES AND IS BUILT UPON A RELATIONSHIP OF TRUST AND POWER-SHARING. LOCAL REPRESENTATIVE STRUCTURES (SUCH AS LAND MANAGEMENT TRUSTS, COMMUNITY COUNCILS, ETC.) SHOULD BE UTILISED ALONGSIDE APPROPRIATE RESOURCING FOR INCLUSIVE ENGAGEMENT.

### Questions for Projects:

- Who is required to “sign-off” on the decisions being made throughout your project?
- How can communities meaningfully feed into the decision-making process?
- What governance structures appropriate to the community should be in place to ensure communities continue to be or are involved as decision-makers throughout the project’s lifetime?
- Are there a range of perspectives and insights being represented through your process?
- Can the delivery team support effective and neutral deliberation with the community or should an external agency be brought in to facilitate?
- Will the community trust a process led by the project delivery team or will the outcome be considered biased?

### Resources and case studies:

- [Transparency of Ownership and Land Use Decision-Making](#) (Scottish Land Commission)
- [Good Stewardship of Land](#) (Scottish Land Commission)
- [Land management Memorandum of Understanding](#) between Highlands Rewilding and Tayvallich community

### Actions:

Best Practice
Utilise community engagement methods which are appropriate to the timescales provided (e.g. if time is not available for meaningful co-production, look to focus groups/consultation)
Be transparent with decision-making processes. Disclose nature-related financial decisions which may affect communities.
Consider building Community Benefits Agreements into contractual clauses, ensuring a legal obligation and established roles and responsibilities for sustainability and longevity of community benefit.
Share progress reports regularly: what has been done with the community, how have the outputs been utilised, and what other information has been relied on to make decisions?
Identify whether a neutral facilitator should be brought in.

Relevant CIS Basic Requirements	Relevant CIS Enhanced Requirements
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<ul style="list-style-type: none"> <li>• 1.2.1</li> <li>• 1.2.2</li> <li>• 1.2.4</li> <li>• 1.2.9</li> </ul>	<ul style="list-style-type: none"> <li>• 2.1.1</li> <li>• 2.1.3</li> <li>• 2.2.2</li> </ul>
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**Evidence:**

Example evidencing measures
<ul style="list-style-type: none"> <li>• Diagrams of decision-making processes (highlighting key individuals who have to be included)</li> <li>• Sharing how decisions are communicated with the community</li> <li>• Breakdown of internal and community governance structures, how they will work together to make decisions</li> </ul>

## Step 5: Addressing imbalance through equitable and inclusive design

PROJECTS SHOULD ENSURE COMMUNITY ENGAGEMENT IS ACCESSIBLE TO ALL, INCLUDING REDUCING PHYSICAL AND SOCIAL BARRIERS TO PARTICIPATION, AND BE SENSITIVE TO EXISTING IMBALANCES OF POWER AND RESOURCE – BOTH PRESENT AND HISTORICAL. PROJECTS SHOULD SUPPORT DELIBERATION FOR THE IDENTIFIED COMMUNITY TO REACH CONSENSUS, ACHIEVING MUTUALLY BENEFICIAL OUTCOMES WHERE POSSIBLE AND ADDRESSING POWER DYNAMICS IN THE ROOM.

### Questions for Projects:

- What are the needs of the target community for this process? For example, is it a rural community with minimal access to the internet?
- Are there groups that have historically been unable to participate due to specific unmet needs?
- Is funding available to address these needs, or how could this project address these needs? Are the costs for accessibility in community engagement included in the overall project budget?
- What methods of engagement will be most accessible and appropriate for participants?
- If you are engaging with children and/or young people do you have appropriate safeguarding measures in place?
- How will your facilitation team handle potential conflict during the community engagement process?
- How will your community engagement process provide space for both loud and quiet voices to input?
- Is your project cognizant of all legal diversity and equality requirements e.g., demographics of participants are reflective of the local area and/or challenge you are addressing?

### Resources and case studies:

- [Principles of Inclusive Communication](#) (Scottish Government)
- *Digital inclusion principles (to be added)*
- *GDA guidance (to be added)*
- *Facilitation tips (to be added)*
- *Examples of accessibility considerations (to be added)*
- *Example workshop conversation guidelines (to be added)*
- *Example glossary (to be added)*

**Actions:**

Best Practice
Produce an accessible glossary for some jargon/terms (including the language of financiers) and minimise use of technical language where possible
Consider how to meet additional support needs participants may have, including (but not limited to) mobility issues, language barriers, the need for an advocate in the room, resources/materials in alternative formats, provision of childcare, travel allowance, etc.
Ensure capacity, appropriate staffing, and suitable budget are in place to address the individual needs of participants.
Use inclusive and positive language – use neutral examples to avoid unconscious bias.
Have clear participation guidelines in place to support inclusion and address power imbalances during deliberation.
Have a range of engagement methods available to meet varied needs of community members. For example, online, offline, anonymous feedback, written, spoken, voting activities, etc.
Consider all protected characteristics and the intersectionality of your participants.
Identify the demographics which are present in your local area and ensure you have both diversity and representation in your participant group.

Relevant CIS Basic Requirements	Relevant CIS Enhanced Requirements
<ul style="list-style-type: none"> <li>• 1.1.1</li> <li>• 1.2.3</li> <li>• 1.2.10</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

**Evidence:**

Example evidencing measures
<ul style="list-style-type: none"> <li>• Highlight how you have adapted processes to meet specific needs of individuals</li> <li>• Show use of multiple engagement methods to reach diverse groups</li> <li>• Accessible glossary of relevant terms for your project</li> <li>• Conversation guidelines used during participatory sessions</li> </ul>

## Step 6: Communicating effectively with different audiences

LANGUAGE USED FOR PROJECTS SHOULD BE SPECIFIC ENOUGH TO DETAIL THE ACTIVITIES INVOLVED BUT NOT INCLUDE JARGON. IF TECHNICAL LANGUAGE IS NECESSARY, A GLOSSARY OF TERMS SHOULD BE PROVIDED. PROJECTS SHOULD DEVELOP APPROPRIATE MEDIA AND COMMUNICATIONS PLANS, IDENTIFYING THE DIFFERENT TARGET AUDIENCES THEY PLAN TO REACH, AND THE RANGE OF LEARNING AND COMMUNICATION STYLES THOSE AUDIENCES MAY HAVE.

### Questions for Projects:

- What channels of communication will be most effective with your different stakeholder groups?
- What terms/phrases may need to be included in a project-specific glossary?
- How can the community seek clarification if there are questions about the project?
- How will all relevant information be made available to all community groups?

### Resources and case studies:

- [Place Standard Inclusive Communication Toolkit](#) (Our Place)

### Actions:

Best Practice
Explore a combination of ways to communicate to the community such as letter drop, social media ads, newsletter, word-of mouth, attending groups and existing spaces such as libraries, supermarkets, etc and developing a combination of written and visual methods such as posters, images and videos.
Use local and/or similar practical examples and case studies, for example: <ul style="list-style-type: none"> <li>• take a picture of your local landscape and label it with different terms</li> <li>• use film/audio-visual media to communicate local messages</li> </ul>
Stakeholder mapping – identify experts on relevant topics to support clear communications
Interact with local groups to support regular discussions, create appropriate forums where no such local groups exist.
Ensure community feedback opportunities are available to identify which methods of engagement are successful.

Relevant CIS Basic Requirements	Relevant CIS Enhanced Requirements
<ul style="list-style-type: none"> <li>• 1.1.5</li> <li>• 1.2.10</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

### Evidence:

Example evidencing measures

- Communications which have been shared on different platforms with different audiences in mind
- Channels where participants could access all relevant information

## Step 7: Stakeholder recruitment and onboarding

ONCE A TARGET COMMUNITY HAS BEEN IDENTIFIED (COMMUNITY OF INTEREST OR GEOGRAPHIC COMMUNITY), APPROPRIATE METHODS OF ENGAGEMENT FOR RECRUITMENT SHOULD BE UTILISED. PARTICIPANTS SHOULD BE PROVIDED WITH RELEVANT BACKGROUND INFORMATION AND A PROCESS OVERVIEW TO ENABLE THEM TO GIVE INFORMED CONSENT TO TAKE PART AND ENGAGE MEANINGFULLY.

### Questions for Projects:

- Are there methods of sign-up for those in the community who do not have digital access?
- Who in the team is going to be a point of contact for community members who have questions or need support at this stage? How will a suitable person be identified?
- What background information and resources do the community need to fully understand this project?
- How will you ensure all participants have provided informed consent to take part in your community engagement process?

### Resources and case studies:

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### Actions:

Best Practice
Have a dedicated, public-facing point of contact for the community to speak to directly, supporting understanding while addressing concerns and building connections.
Undertake stakeholder mapping to identify local projects with similar goals/agendas/outcomes..
Create opportunities for individual conversation, utilising spaces in which individuals will be comfortable engaging one-to-one. Make use of local community spaces (e.g. pubs, community halls, local hubs).
Understand a range of learning styles (e.g. visual, practical, listening, etc.) and develop a process which is accommodating of diverse participation needs.
Use a mix of in-person and online methods of communication, ensuring people have the time to communicate in a way (and location) they feel comfortable in.
Consider innovative ways to engage with people who don't normally participate in standard community engagement processes. For example, using arts and theatre activities to engage people.
Recognise that not everyone wants to be involved; celebrate and value those that do.
Remove any potential burdens engaging might put on an individual – pay gift of thanks, provide transport, host sessions over a range of time, etc.
Recognise, highlight and value different groups within the community (landowners, business owners, residents, service employees/providers, etc.)

Relevant CIS Basic Requirements	Relevant CIS Enhanced Requirements
<ul style="list-style-type: none"> <li>1.2.10</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

Evidence:

Example evidencing measures
<ul style="list-style-type: none"> <li>Identify staff acting as direct contact for the community</li> <li>Share online and physical sign-up routes</li> <li>Privacy and data information shared with participants</li> <li>How participant information was gathered and reviewed</li> </ul>



## Step 8: Working reflexively and adapting to meet community needs

PROJECTS SHOULD REGULARLY REVIEW PROGRESS AND GATHER FEEDBACK FROM STAKEHOLDERS TO EVALUATE FAIRNESS OR EQUITY, AND WHETHER THE PROCESS IS ACCESSIBLE, DEMOCRATIC AND INCLUSIVE AND THERE IS TRANSPARENCY OF THE OUTCOMES. PROCESSES SHOULD BE ADAPTIVE TO IF AND WHEN CHALLENGES ARE IDENTIFIED TO MEET COMMUNITY NEEDS.

### Questions for Projects:

- How regularly, and through what format, will communities be invited to engage with the project to ensure ongoing communication?
- How regularly will the project be reviewed?
- What are realistic timescales for your project’s decision-making and feedback processes?
- How will you address potential risks or challenges identified by the community?

### Resources and case studies:

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### Actions:

Best Practice
Regularly communicate with the community, sharing successes, achievements, challenges, etc.
Create space for connection: shared learning events, volunteer training, etc.
Bring people together to share understandings of restrictions, values and remove volatile passion - explore shared values and common ground.
Create flexible plans to meet the needs of each specific community.
Be flexible and bring in new/other voices as they emerge.
Schedule regular meetings with a core project management group to review progress against timelines, identify possible risks, and implement mitigation measures where appropriate.

Relevant CIS Basic Requirements	Relevant CIS Enhanced Requirements
<ul style="list-style-type: none"> <li>• 1.1.4</li> <li>• 1.2.3</li> <li>• 1.2.4</li> <li>• 1.2.8</li> </ul>	<ul style="list-style-type: none"> <li>• 2.2.3</li> <li>• 2.3.4</li> </ul>

Evidence:

Example evidencing measures
<ul style="list-style-type: none"><li>• Review meeting notes</li><li>• Changes made to project plans</li><li>• Identified risks and mitigation measures taken</li></ul>

## Step 9: Longevity and lasting community relationships

PROJECTS SHOULD CONSIDER HOW COMMUNITY BENEFIT CAN BE MAXIMISED THROUGH THE PROJECT LIFE FROM PROJECT CONCEPTION, ENSURING COMMUNITY NEEDS ARE REFLECTED AT ALL STAGES. LONG-TERM AND LASTING RELATIONSHIPS SHOULD BE DEVELOPED WITH THE COMMUNITY, MAKING USE OF TRUSTED, EXISTING STRUCTURES. PROJECTS AND COMMUNITIES SHOULD SHARE KNOWLEDGE AND LEARNING REGULARLY TO ENSURE ALIGNMENT BETWEEN NEEDS AND PRIORITIES. PROJECTS SHOULD BE TRANSPARENT REGARDING OUTPUTS, OUTCOMES AND EXPECTED TIMELINES, BOTH SHORT-TERM AND LONG-TERM, HYPER-LOCAL AND WIDESPREAD.

### Questions for Projects:

- How will community needs be prioritised throughout the project?
- What outputs can the community expect in the short-term?
- What outputs can the community expect in the long-term?
- How will learning be shared between stakeholder groups?

### Resources and case studies:

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### Actions:

Best Practice
Assign staff time to sourcing follow-up funding from inception (utilising existing funding and capacity)
Identify where local advisors/consultants are available to help communities and investors build connections. Sometimes it can be beneficial to bring a neutral, third party in to provide expertise and advice that doesn't have an 'emotional' or local connection to the project.
Where project teams are likely to change, plan for continuity for the community.

Relevant CIS Basic Requirements	Relevant CIS Enhanced Requirements
<ul style="list-style-type: none"> <li>• 1.1.4</li> <li>• 1.2.3</li> <li>• 1.2.5</li> <li>• 1.2.6</li> <li>• 1.2.8</li> </ul>	<ul style="list-style-type: none"> <li>• 2.1.1</li> <li>• 2.1.2</li> <li>• 2.2.2</li> <li>• 2.2.3</li> <li>• 2.3.1</li> <li>• 2.3.2</li> </ul>

Evidence:

Example evidencing measures
<ul style="list-style-type: none"> <li>• Networking opportunities to support connections</li> <li>• Staff time given to future-proofing</li> <li>• Continuation measures if staff team changes were made</li> </ul>

## Step 10: Evaluation, learning and impact

PROJECT’S METHODOLOGY, RATIONALE AND PURPOSE OF PARTICIPATION, AS WELL AS THE RATIONALE AND EVIDENCE BASE FOR FINAL DECISION-MAKING SHOULD BE TRANSPARENT FROM THE OUTSET. REGULAR REVIEWS SHOULD BE UNDERTAKEN TO ASSESS PROGRESS, AND SHARED LEARNING OPPORTUNITIES SHOULD BE PROMOTED.

Questions for Projects:

- How will the process be shared with the community and stakeholders?
- What will success look like for you?
- How does the community define success?
- What qualitative and quantitative data will be captured throughout the process?

Resources and case studies:

- *Wellbeing webs (to be added)*
- *Peer interview evaluations (to be added)*
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Actions:

Best Practice
Determine initial community baselines and follow-up measures of engagement with appropriate frameworks/metrics.
Evidence wider economic impacts where possible (e.g. number of jobs brought to the area).
Utilise and evidence best practice frameworks.
Share progress reports, highlighting community benefits delivered by the project.

Relevant CIS Basic Requirements	Relevant CIS Enhanced Requirements
<ul style="list-style-type: none"> <li>• 1.2.3</li> <li>• 1.2.4</li> </ul>	<ul style="list-style-type: none"> <li>• 2.1.1</li> <li>• 2.1.2</li> </ul>

<ul style="list-style-type: none"> <li>• 1.2.5</li> <li>• 1.2.6</li> <li>• 1.2.8</li> </ul>	<ul style="list-style-type: none"> <li>• 2.1.3</li> <li>• 2.2.3</li> <li>• 2.3.2</li> <li>• 2.3.3</li> </ul>
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Evidence:

Example evidencing measures
<ul style="list-style-type: none"> <li>• Impact measures identified by the project and the community</li> <li>• Baseline surveys undertaken at intervals</li> <li>• Peer interviews from the community</li> <li>• Evaluation and learning sessions hosted by the project and attended by the community</li> </ul>

## Appendices

Stakeholder Mapping Visual

Example stakeholder groups:

