




The banner at the top of the slide features the SWITCH logo on the left, which includes icons for water, sun, and people. To the right of the logo, the text reads: "SWITCH Scientific Conference", "Sustainable Water Management Improves Tomorrow's Cities' Health: achievements and way forward", and "16-18 November 2011 Lyon, FRANCE".

**SWITCH cities' stories: linking research, demonstrations and stakeholder engagement**

***Introduction to session***



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**Background:**

- Learning alliances were *'to guide and support the implementation of research and demonstration activities in the demonstration cities, taking account of local problems and needs, and leading to effective integration of activities at the city level and scaled-up implementation of findings within these cities'*

### **Session objectives:**

1. What has changed as a result of SWITCH i.e. what outcomes can we observe and describe?
2. How was stakeholder engagement (the learning alliance and all the related networking, documentation and communication activities an ingredient that contributed or catalysed those changes?
3. Should such stakeholder engagement continue and be supported in SWITCH cities, and how? How can the parts of the approach that worked well can be scaled-up to other cities and domains?

**SWITCH cities' stories: linking research,  
demonstrations and stakeholder engagement**

***Putting science in SWITCH to work for  
cities***

*John Butterworth*

## Background:

- A central idea in DoW were learning alliances
- Tortuous development process
- Successes and setbacks
- Over time city alliances attracted a significant level of investment, momentum and suite of activities
- City alliances have been the key mechanism for integration

## Why?

- Poor uptake of available research findings
- Fragmented institutional arrangements
- 'Wicked' problems and need for 'integrated' solutions

## Who?

- Policy makers, planners, regulators, service providers, NGOs, researchers, developers...

## How?

- Inception (design)
- Operational networking, communications, documentation
- Backstopping support

## Types of learning alliances

- Alliances of old, and new alliances
- Controlled, formal and occasional interactions vs more organic, out of control processes
- Given complexity of context, and our interests, no set way of doing this
- Need clear framework and steps, but also flexibility

## Strategies and methods for participation

- Phases
  - Inception (training, stakeholder analysis, design)
  - Operational (events, workshops, visioning, planning processes, field visits, websites, campaigns, newsletters etc)
  - Backstopping support (methodologies, monitoring and evaluation)
- Context really vital and therefore stakeholder analysis.
- Need to find common cause around an issue therefore 'narrower' alliances around an issue or part of urban water cycle a good starting point. Visioning useful.
- Over time can broaden out to address city wide water issues

## Facilitation

- Learning alliances create social capital, new networks of relations, making it easier to find each other so you know who you need to talk to.
- facilitation method is important with translation vital between cultures and domains.
- 'UN neutrality' (with project link to UNESCO) can be an advantage, so platforms are not politicised from start.
- Facilitation can be a trusted NGO, University, Municipality (each brings different challenges) but ideally not implicated in local politics.

- Choice of partners at outset critical
- Level of skills and time easily underestimated
- Champions important in getting people needed around the table
- Need process and meeting facilitators. Process documentation and communication to sustain interest
- Championship needed (different roles) and separate to facilitation
- Process documentation and communication important to sustain interest

## Lessons/ outcomes

- Struggled to make the case for LAs and what they cost. Delay was critical
- LAs have transformed approach in some cities, but needed more scope that 'fine tuning' to meet local demands. Hard with the DoW we had.
- Generally one scale/level with weak reach to national level, and to community
- Need to learn lessons on what works to engage and have impacts and modify approach in each city

- Need new and appropriate content on table
- Visioning/strategic planning and demonstrations can be good integrating activities
- Success? Ownership, do people take on roles and activities?
- Want networks and communications to continue and be sustainable. How and who does what? Does continuation indicate success?
- Which cities have an interest to continue and how?

## SWITCH Zaragoza conference

- *SWM in cities: engaging stakeholders for effective change and action*
- 13-17 December 2010, Spain
- Preparatory event for WWD2011 organised by UN-Water, UN-Habitat, SWITCH & Zaragoza
- Stakeholder engagement in promoting effective change
- Specific sessions on socially excluded, politicians and local government and media

