One planet
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Sustainable Buildings and Construction Advocacy Toolkit

Development Alternatives

UN HABITAT
FOR A BETTER URBAN FUTURE

UN environment programme

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Introduction

About this Toolkit

The SBC Mainstreaming and Advocacy toolkit package develops practical guidance for governments and other national stakeholders to raise awareness and transform their buildings and construction sector with resource efficiency in mind, focusing on material efficiency strategies and circularity approaches. The mainstreaming and advocacy guidance consists of two parts: (I) advocacy toolkit with standard key messages and (II) practical mainstreaming guidance. This toolkit is part (I) of the SBC guidance package.

Ultimately, this toolkit pushes towards advocacy alliances as means for promoting radical collaboration among stakeholders along the construction value chain, currently characterized by fragmentation. To form successful advocacy alliances, a proper setting needs to be established. First, key messages need to be clear and understood by all stakeholders. After forming and strengthening advocacy alliances, government support and sponsorship are required for continuous success.

This toolkit is therefore divided into three sections, with objectives of each as follows:

1. Sustainable Buildings and Construction Key Messages

Key stakeholders are aware of the importance of moving to a more sustainable buildings and construction, the benefits and the urgency to act.

2. Advocacy Alliances for Buildings and Construction

The goal is to create a strong network of multi-stakeholders that collaborate to promote a sustainable path in the buildings and construction sector. Engaging and upskilling of diverse stakeholders within the construction chain are vital to implement change.

3. Engaging Policymakers and Governments

Supported by key stakeholders, government entrenches more sustainable practices through policy, standards, and legislation to create a more sustainable building and construction sector.

How to Use this Toolkit

This toolkit is based on the principle that clear, relevant messages that are delivered appropriately will be the ones most likely to be understood and acted upon. In addition to ensuring that communication is effective, it also confirms the need for organisational structure and policy that ensures that change is initiated and mainstreamed. The toolkit provides a framework that can be used to prepare for and develop advocacy campaigns for the buildings and construction industry.

In each of the three sections that constitute the toolkit, an “ensuring impact” sub-section sets the tone for the approach required to fulfil the objectives of this section. After presenting the relevant key concepts, supported by a set of tools, resources, and case studies, a table that summarizes these references and adds to them concludes each section. These tools and resources should be referred to and tailored for your context and situation.

1 Sustainable Buildings and Construction Key Messages

Introduction

Awareness of sustainability of the buildings sector is an essential first step towards transformation that will lead to action and change. This component presents key information and messages that support sustainable practices in the buildings and construction sector.

These messages must be presented in a way that ensures alignment with government, industry leaders, built environment professionals and the public. Clear messaging and communication are essential to increase awareness for a technical and non-technical target public. Scientific evidence underwrites these issues and underpins the need for urgent change.

Presenting messages and ensuring impact

For messages to be understood and upscaled to achieve the right impact they must be presented to the right people in a clear, accessible way and reinforced with relevant, convincing evidence.

1: The right audience: Identify the audience you would like to influence. Key stakeholders within the sustainable building and construction sector are presented in the next component (Advocacy Alliances). Review the sector and identify the role players you would like to influence.

2: Accessible actionable messages: Ensure that the right messages are presented in a simple accessible way that is relevant to the audience. The way the message is presented must also indicate the type of responsive actions that can be taken. If messages about sustainability are delivered correctly and understood, they also need to stimulate a desire to take action that will lead to more sustainable practices and processes.

3: Evidence: Ensure that messages are reinforced by clear evidence and accurate data. Evidence and message can be used to confirm why a particular issue is important and why a particular course of action is necessary. It is valuable to identify clear goals that have been agreed to internationally, governments and sectors and show progress in achieving (or not achieving) these goals.

4: Ensuring impact: Tools, figures, and references are also included that can be used to illustrate, discuss, and reinforce aspects of the message. This supports key messages being tailored for the context and audience.

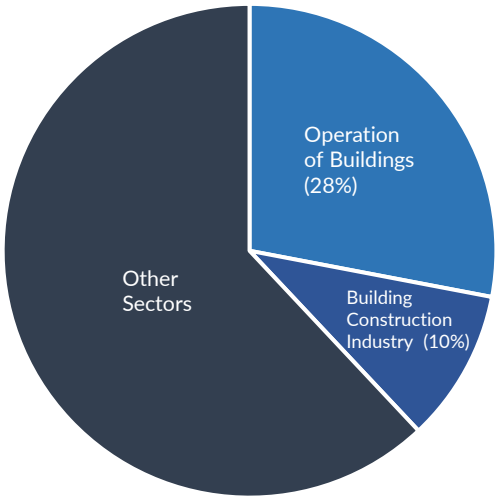
Key messages

The key sustainable building and communication messages that need to be communicated are as follows:

- Resource efficiency and circularity are key to transforming the buildings and construction sector to becoming sustainable.
- Transformation of the buildings sector results in multiple socio-economic co-benefits.
- A holistic and integrated value chain approach is key to the success of the transformation of the buildings and construction sector.

KEY MESSAGE 1 Resource efficiency and circularity are key to transforming the buildings and construction sector to becoming sustainable.

Directing the buildings and construction sector towards a more sustainable path is gaining importance as it increasingly contributes to global Greenhouse Gas emissions. Below are key facts and concepts to communicate, written in the form of steps to take to send across the first key message.



1 Sector emissions:

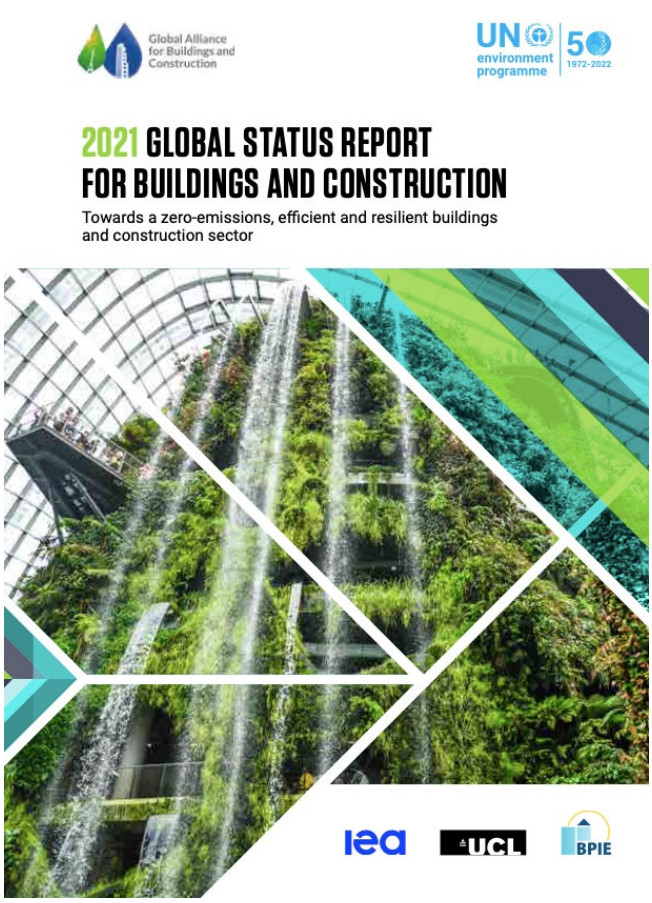
Globally, the building and construction sectors account for 38% of global energy-related carbon dioxide (CO_2) emissions. This share has been varying across years with sectoral changes, the most recent of which is the global pandemic, which temporarily reduced emissions.

However, decarbonization still efforts need to be strengthened. To achieve the Paris Agreement- limit global warming to well below 2, preferably to 1.5 degrees Celsius, the global buildings and construction sector must almost completely decarbonize by 2050[1].

Notably, the production of building materials and construction activities is responsible for **10%** of global energy-related greenhouse gas emissions, over a quarter of building-related emissions.

Tool:

The Global Alliance for Buildings and Construction (GlobalABC) produces an annual status report that tracks progress across the sector and communicates latest emission figures.



The Buildings-GSR (Buildings Global Status Report) is accessible through the GlobalABC website.

GlobalABC Tracking Progress

[1] GlobalABC 2021 Global Status Report

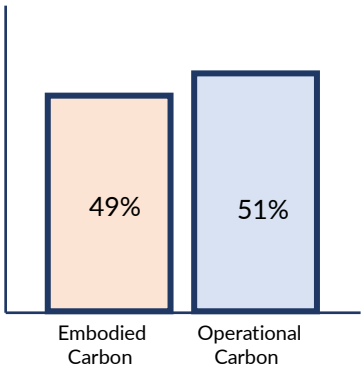
2 Embodied carbon in buildings and construction:

Embodied carbon refers to carbon dioxide emissions from building materials and construction processes throughout the whole lifecycle of a building.

It includes both the emissions from energy use and chemical processes during the production and transportation of building materials[2].

Embodied carbon will be responsible for almost half of total new construction emissions between now and 2050.[3]

Total Carbon Emissions of Global New Construction from 2020-2050

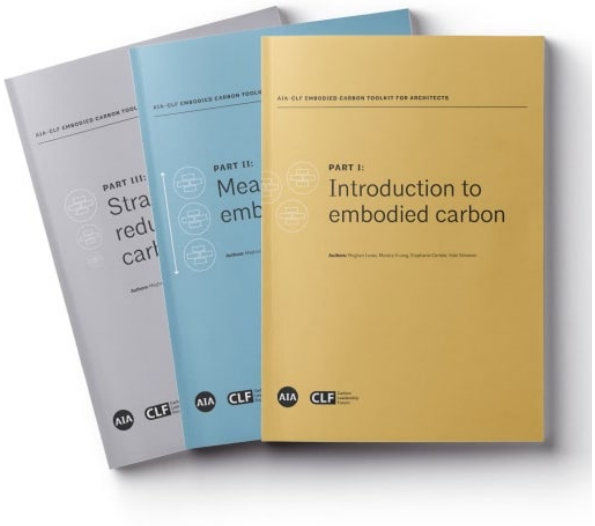


"As building operations become more efficient, embodied impacts related to producing building materials become increasingly significant." – CLF, 2020

Tool:

The Carbon Leadership Forum (CLF) has developed toolkits intended for architects, building owners, and policymakers, providing tools and information on understanding, measuring, and reducing embodied carbon in built environments.

[CLF Embodied Carbon Toolkits]



[2] PEEB, 2021
[3] Carbon Leadership Forum, Embodied Carbon in Buildings Facts and Figures, 2020

***3** Materials and Resource Efficiency:*

Across all sectors, shares of global emissions from the production of materials increased from 15% to 23% between 1995 and 2015.[4]

Of the total volume of materials used, a third is expected to be used in the building and construction industry. Concrete alone is expected to contribute to 12% of global GHG in 2060[5].

Most of the material-related emissions stem from the production of bulk materials: iron and steel (32%), cement, lime and plaster (25%), as well as plastics and rubber (13%). Construction accounts for 40% of the GHG emissions from global materials production in terms of material use with a climate impact.

Decarbonising the building and construction sector is therefore critical. The most effective way to achieve this is implementing resource efficient and circular thinking approaches to the built environment.

Resource efficiency in the buildings and construction sector is tied to **"SDG 12: Ensure sustainable consumption and production patterns",** which encompasses all sectors.

Resources:

Refer to SDG12 Hub for insights and tracking policy progress towards achieving SDG12 goals for different countries. Explore themes on Resource Use and Waste Reduction in particular.

SDG 12 HUB

Also refer to International Resource Panel (IRP)'s webpage for data, tools, and e-learning courses on sustainable resource management.

International Resource Panel

SDG 12 Hub | International Resource Panel

[4] IRP Resource Efficiency and Climate Change
[5] OECD, 2018

4 Circularity in Construction and the Built Environment:

Circularity in the built environment can be understood at different scales. The aim is to change linear processes to circular processes, thereby increasing resource efficiency and reducing waste and emissions, while also providing socio-economic benefits.

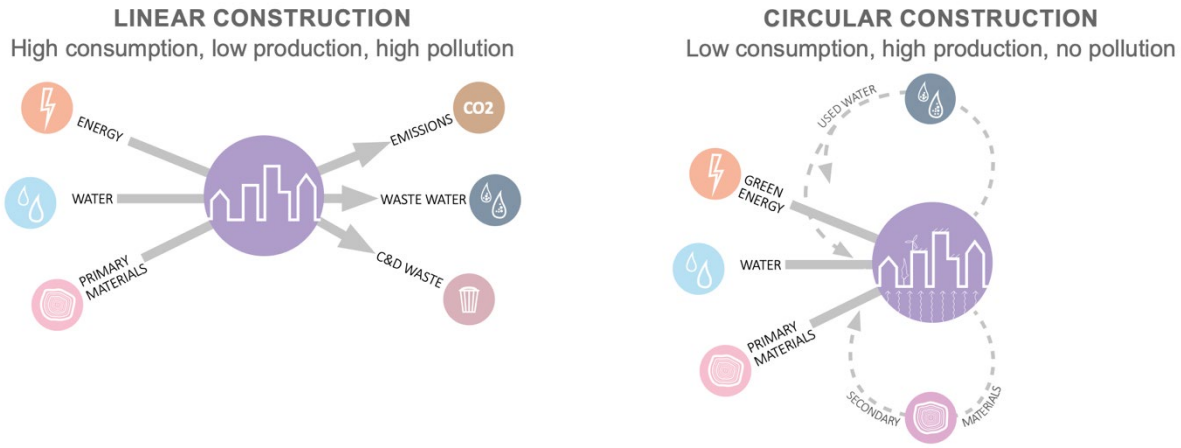
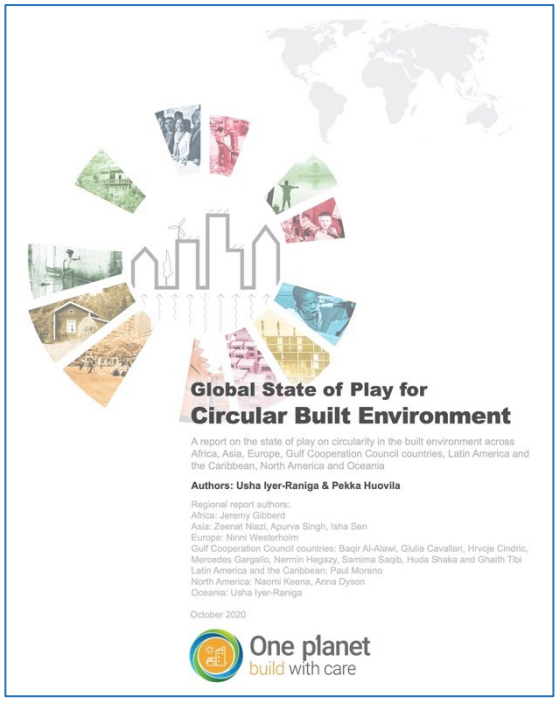


Figure 2 Basic Inputs and Outputs for a building, Source: Ninni Westerholm for One Planet Network

Resources:

The One Planet Network website features a Knowledge Centre webpage, which features a multitude of resources including tools, case studies, and research publications on sustainable consumption and production, many of which are on the built environment. Among useful resources are the circular built environment state of play regional reports. Regions include Africa, Asia, Europe, Gulf Cooperation Council countries,
Latin America and the Caribbean, North America, and Oceania. A global report has been also produced to summarize and compare for different regions.

[OPN Knowledge Centre]



Case Study: Hotel Dunia/ Loumbila Multi-Purpose Centre Burkina Faso, 2015-2018[6]

This case study illustrates applications of circular thinking in construction and the built environment:

"In 2009, Red Cross Burkina Faso collaborated with the Monaco Red Cross to create a training center on a 6.5-hectare piece of land close to Ouagadougou. When the Monaco pavilion for Expo 2015 in Milan was deconstructed, the shipping containers used in the pavilion were shipped to Ouagadougou to form part of the Loumbila Multi-Purpose Centre. Within the Centre, the containers serve as a restaurant, a meeting/training room and 19 meeting rooms. Other buildings on the compound include 48 hotel rooms, a swimming pool and life-saving center, a 56kWh solar park and an organic gardening which provides for the restaurant.

The Multi-Purpose Centre also features water treatment and reuse: Gravel is used as an initial filter system, with secondary water piping and filter beneath the gravel. Wastewater is treated and reused for food garden and lawn irrigation."

Photo credit: GGGI

[6] Circular Built Environment Highlights from Africa: Policies, Case studies and UN2030 Agenda Indicators, OPN, 2021

KEY MESSAGE 2 **Transformation of the buildings sector results in multiple socio-economic co-benefits.**

Explore *socio-economic benefits and* ***relate*** *to your region/country. In which sectors can these benefits be achieved if transformation is undertaken? Which of these benefits is missing and most needed?*

Beyond the reduction of GHG emissions and the benefits of a more stable climate, development **co-benefits** are a result of climate mitigation and sustainability policies that indirectly but substantially affect areas other than the environment: economy and society.

Implementing climate mitigation policies to the buildings and construction sector – namely resource efficiency and circularity approaches- achieves multiple socio-economic benefits for various stakeholders[7]. A summary adapted from the GlobalABC "Adopting Decarbonization Policies for the Buildings and Construction Sector" is tabulated below:

Stakeholder	Government	Investors and developers	Designers and builders	Owner	Occupants	Utilities
Benefits	**Economic** modernisation & stimulus **Reduced** energy poverty **Equitable** energy access **Environmental** quality **Public** health **Resilience** & adaptive capacity **Achieving** of climate goals & commitments **Job-creation**	**Higher** value & lower risk assets **New** financing opportunities **Lower** default risks	**Higher** design fees **Value-added** services **Improved** occupational health & safety **Reduced** construction waste	**Higher** asset value **Lower** running & maintenance costs **Reputation** value **Lower** risk of climate obsolesce-ence	**Lower** energy costs **High** indoor environment quality **Improved** productivity **Improved** health	**Deferred** capital investment **Lower** maintenance and distribution costs

Figure 3 Benefits of decarbonization of Buildings & Construction Sector for Different Stakeholders, source: GlobalABC, 2020

[7] GlobalABC: Adopting Decarbonization Policies for the Buildings and Construction Sector

Case Study: Norrsken Kigali House, Rwanda, 2018[8]

This case study shows the impacts circular approaches to construction and the built environment can have on communities:

"Norrsken Kigali House is the largest innovation and entrepreneurship in East Africa, built on the old premises of the Ecole Belge in downtown Kigali. It is the first project in Rwanda to demonstrate such extensive materials and building reuse. Instead of demolishing the old classes built in 1968, their structure and reinforcing walls were maintained to extend the life span of the building. For the areas that had to be demolished, almost all the materials that were salvaged such as pavers, bricks, steel, etc, were either reintegrated into the design of the building or used in the landscape. The existing landscape was maintained, with buildings designed around trees.

New structures were designed in accordance with the principles of modularity and assembled as a bolted system to facilitate dismantling and repurpose at the end of life. 100% roof space is covered with solar PV panels and rainwater harvesting systems were incorporated. A passive cooling system leveraging the level difference between existing buildings and the street was implemented in the design to reduce need for mechanical cooling."

The benefits that have been realized from this project were reported as **economic**: reduction of construction and operation costs, creation of new businesses and green jobs, alongside related **social** impacts: capacity building through new skills and training opportunities, as well as **environmental** impacts: reduction in energy and water use, waste reduction through re-use of materials, and maintenance of landscapes through the protection of construction site trees.

[8] Circular Built Environment Highlights from Africa: Policies, Case studies and UN2030 Agenda Indicators, OPN, 2021

KEY MESSAGE 3 A holistic and integrated value chain approach is key to the success of the transformation of the buildings and construction sector.

*1 **Understand** the value chain approach in the buildings and construction sector.*

The **value chain approach** is a systemic way of mapping resource use and environmental impacts along the value chains of high-impact economic sectors, one of which is the buildings and construction sector.

The Value-Chain Approach goes beyond an understanding of where resource use and environmental impacts occur, to understand why this is happening and what the key points of **intervention** are for science-based policy action[9].

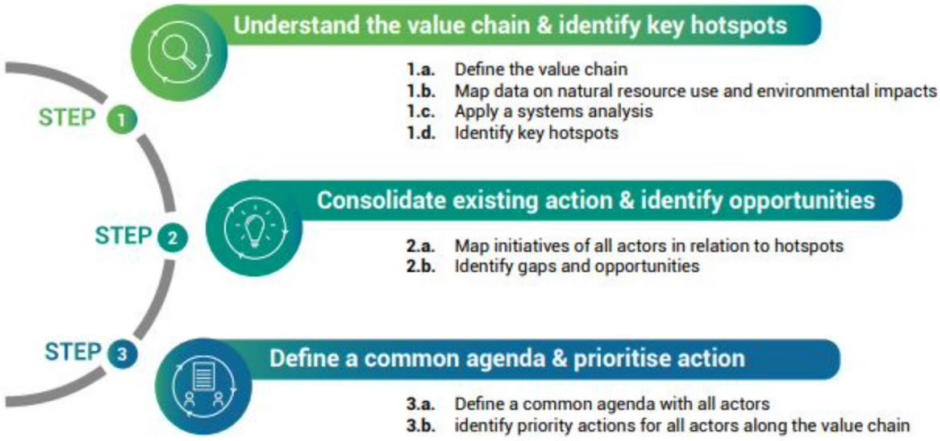


Figure 4 Steps of Value Chain Approach, Source: OPN

The Value Chain Approach, applied to the Buildings and Construction Sector, results in the stages shown in the figure below:

[9] One Planet Network, Value Chain Approach

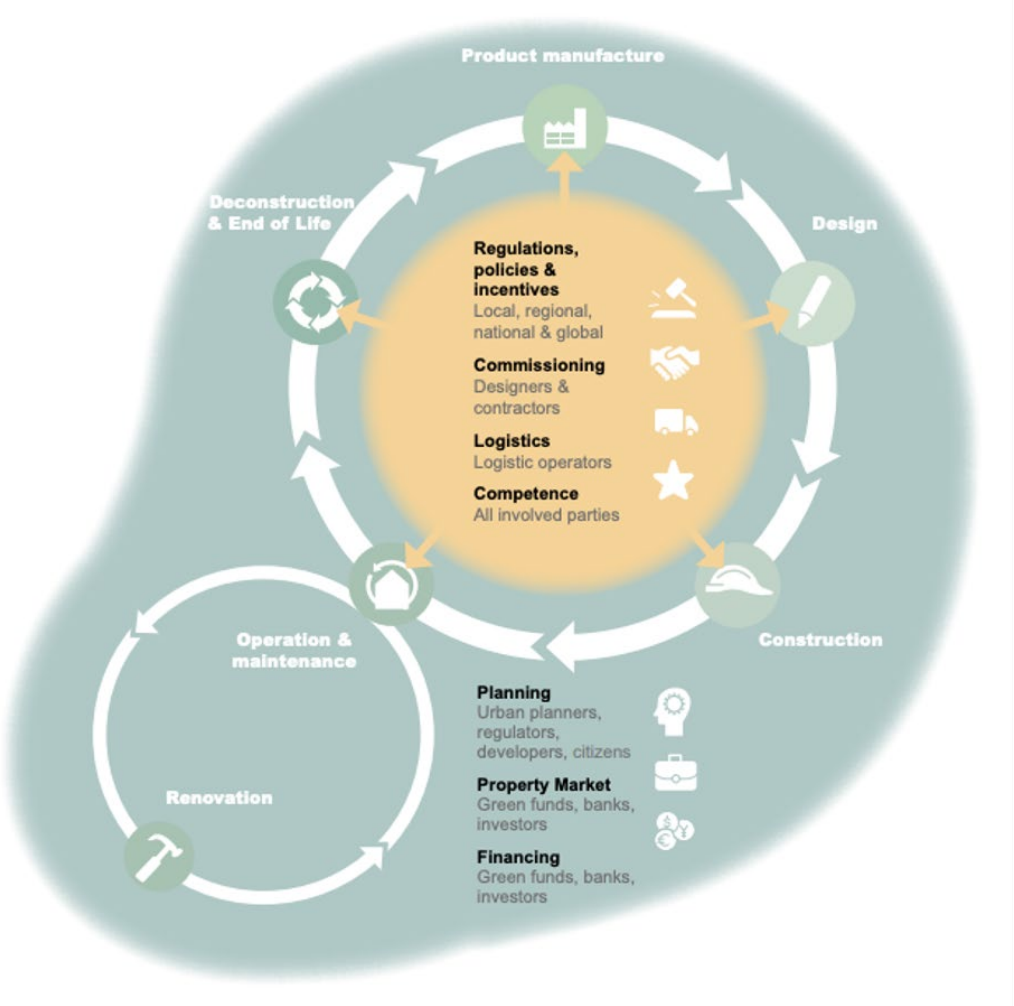


Figure 5 Overview of the Construction value Chain, source: OPN

1 ***Follow*** *the GlobalABC Roadmaps approach to understand how to holistically decarbonize the buildings and construction sector. Refer to other GlobalABC resources to strengthen your understanding of the pathways towards decarbonized built environments.*

The GlobalABC roadmap supports a common language and vision for the complete decarbonization of the buildings across their life cycle and the development of national or subnational strategies and policies. It outlines the **range of actions** that stakeholders can take in the short, medium and long term to achieve a built environment that is zero-emission, efficient and resilient. The roadmap covers **eight activity areas**.

The timelines below describe actions identified by stakeholders as being key to delivering zero- emission, efficient and resilient buildings by 2050[10].

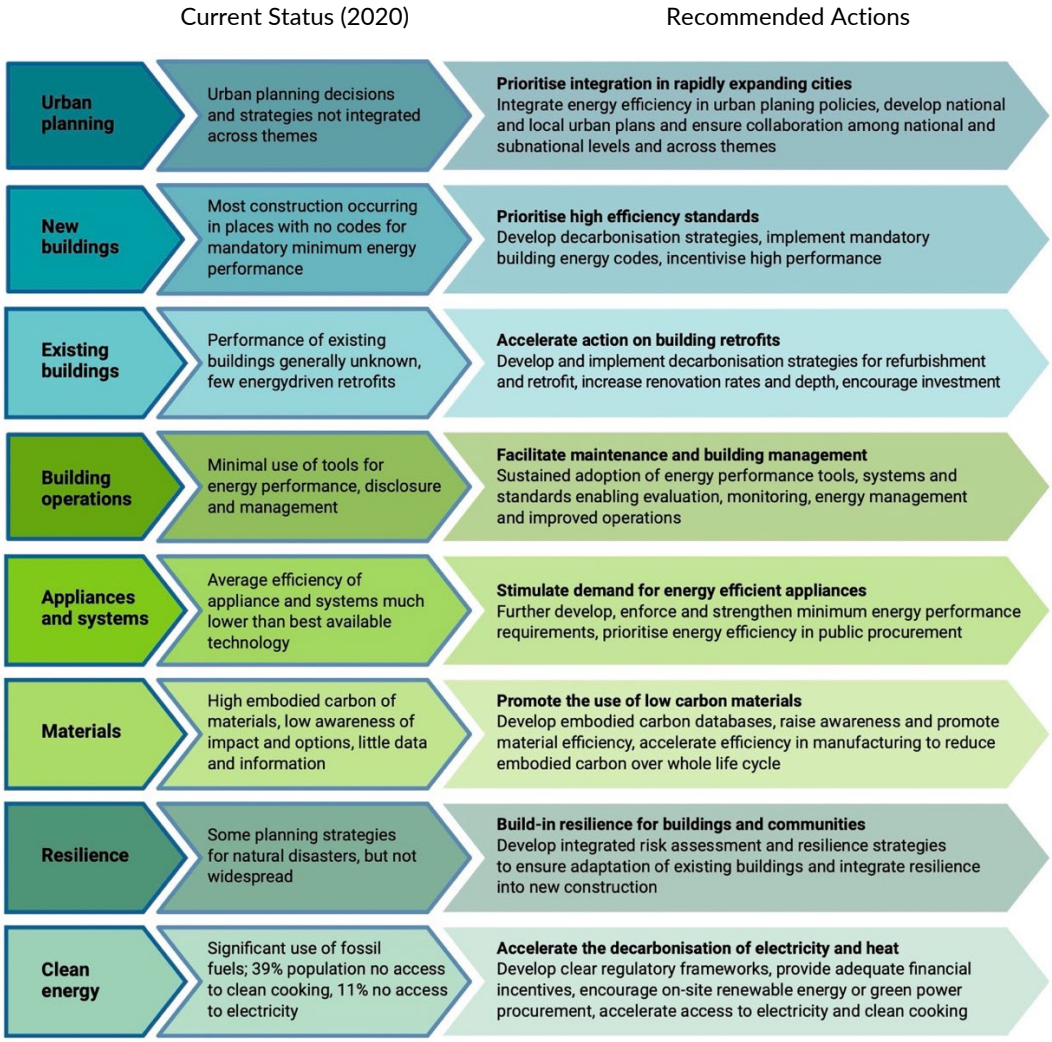


Figure 5 GlobalABC Roadmap Timeline & Activity Areas

***3 Consider** the role of housing as a key pillar for a holistic change in resource efficient buildings and construction.*

Housing constructions will continue to increase in number. Most of this growth will be concentrated in development regions of Africa and Southeast Asia. Sustainable methodologies and qualification standards are a must to enable construction improvements, responsible material sourcing and quality standards, lower emissions, reduced environmental impact, and ensuring affordability and accessibility.

[10] GlobalABC Global Roadmap, 2020

To reduce low-embodied carbon emissions in dwellings, the following predesign/design actions are recommended: build less, build light, build wise, build low-embodied carbon, and build for the future.

Housing design plays a significant role in overall sustainability of buildings, from optimizing building, operations and maintenance cost to improving residents' life quality, experience and comfort and improving lifespans and decommissioning processes.

A high percentage of energy emissions can be abated with already demonstrated technologies. The key questions are: what mix of technologies and solutions is needed to be implemented to achieve emissions reductions while staying within a "carbon budget," limiting costs, and delivering quality and affordable? How does this mix vary across geographies? How will it change over time?

The Housing Value Assessment Methodology has been developed to analyse Housing Programmes or large Projects, identify gaps and upscale the overall sustainability.

Figure 6: The 14 pillars of the Housing VAM to target Housing Sustainability

Chapter Tools and Resources

Topic	Resource/ Tool

Key Message 1 Climate Goals and Nationally Determined Contributions (NDCs)	NDCs (UNFCCC)
Key Message 1 Sustainable Development Goals	UN Agenda 2030
Key Message 1 Buildings and Construction Sector Emissions	GlobalABC Global Status Report - Tracking Progress
	IEA Buildings Tracker
Key Message 1 Resource Efficiency	SDG12 Hub
Key Message 1 Circularity in the Built Environment	One Planet Network Sustainable Buildings and Construction Programme; Studies on the Circular Built Environment (Highlights and State of Play Reports/Regional Case Studies)
	Ellen McArthur Foundation Circular Buildings Toolkit
Key Message 2 Benefits of Sustainability Practices in the Built Environment	GlobalABC Adopting Decarbonization Policies for the Buildings and Construction Sector
Key Message 3 The Value Chain Approach	One Planet Network- The Value Chain Approach & Focus on Construction
	International Labor Organization Value Chain Development Guide
	International Labor Organization Construction Value Chain analysis Mozambique (1) and (2), Peru, Rwanda, and Zambia
Key Message 3 Sector Decarbonization Roadmaps	GlobalABC Roadmaps – Global Roadmap and Regional Roadmaps
	GlobalABC Decarbonizing the Building Sector: 10 Key Measures
	GlobalABC Market Transformation Levers
Key Message 3 The Role of Housing in the Sustainable Built Environment	Housing VAM

2 Advocacy Alliances for Buildings and Construction

Introduction

Once awareness has been created for the need for circular and resource-efficient buildings and construction it is important to act on this and initiate change. Change can happen in many ways but is most effective when coordinated by key stakeholders.

For change to happen, it is therefore important to develop links across sector and networks that can agree and implement change. This section, therefore, identifies the key stakeholders and shows how they can work together to initiate change. Stakeholders identified include government, industry bodies, built environment professional councils, higher and further education intuitions, research organisations. civil society, and the public.

Developing alliances and ensuring impact

For actions to be undertaken to transform the building and construction sector the right alliances must be developed and these need to lead to action and impact as outlined below.

1: The right stakeholders: Identify the stakeholders that need to initiate change. Key stakeholders within the sustainable building and construction sector are presented later in this section and a process of mapping can be used to identify and prioritise stakeholders to target in an advocacy campaign. Once stakeholders have been identified, alliances that lead to coordinated action then need to be developed.

2: Developing coordinated action: Ensure that a shared vision and plan for change can be developed and initiated by identified role players. Stakeholders must share priorities and be able to work together. Motivated, skilled facilitators can play an effective role in helping stakeholders understand the key issues and develop shared plans for addressing these. Here, UN agencies, member-based or industry organisations, government or a donor can play this role. To ensure there is commitment and resourcing for action leadership of role-player organisations must be actively engaged and publicly endorse agreed programmes.

Key processes

The key sustainable building and communication processes required to support the development of advocacy alliances are as follows:

- Mapping buildings and construction stakeholders, identifying champions, and analyzing value chains
- Assessing existing networks or platforms
- Strengthening existing networks or platforms for effective advocacy and forming new advocacy alliances

KEY PROCESS 1 **Mapping building and construction stakeholders, identifying champions, and analyzing value chains**

*1 **Identify** stakeholders along the construction value chain in your area.*

Referring to the value chain approach explained in the previous chapter, an application would be identifying relevant stakeholders within your case study area to map them. This mapping exercise, as the value chain approach intends, aids in identifying gaps within the construction value chain, recognizing champions, and overall assessing the contribution of each stakeholder.

A useful tool, developed in collaboration with the UN Climate Champions team and Nexial, and commissioned by Laudes Foundation, is the Race to Zero Breakthroughs Built Environment Systems Map. The map was developed in collaboration with stakeholders from the built environment sector and is aimed at stimulating collaboration between stakeholders and equipping them with necessary knowledge for change.

The map is structured around a comprehensive presentation of the built environment value chain and inter-relationships with the government, civil society, knowledge development and dissemination, finance, and the natural environment.

Use the Race to Zero Breakthroughs Built Environment Systems Map to identify stakeholders in the buildings and construction industry in your area, focusing on the “Built Environment” element.

Race to Zero Breakthroughs Built Environment Systems Map

*2 **Map and classify** stakeholders through stakeholder mapping tools, noting which stakeholder(s) are champions. This helps for future steps as you engage stakeholders for strengthening advocacy alliances or forming new ones.*

Frequent exercises performing stakeholder identification, mapping, and analysis is important as it facilitates alliance building and enables practitioners to foresee and prevent possible conflicts.

The general steps for this exercise, as outlined and further detailed by Conservation International's stakeholder mapping guide are as follows:

Step 1: Planning

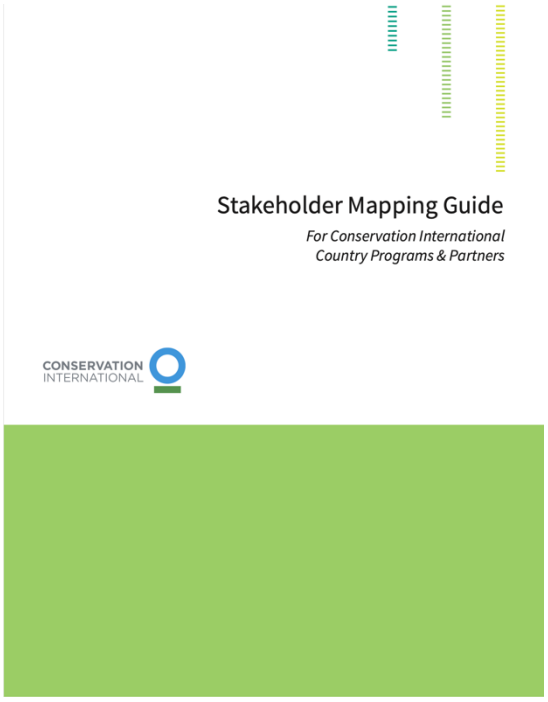
Step 2: Identify Stakeholders

Step 3: Gather Information

Step 4: Fill in the Stakeholder Analysis Worksheet

Step 5: Analyze the Worksheet

Step 6: Apply the Results



[CI Stakeholder Mapping Guide]

KEY PROCESS 2 **Assessing existing networks or platforms**

*1 **Identify** existing advocacy alliances in the buildings and construction sector in your country or region.*

Advocacy alliances can take the form of networks or programs that operate globally, nationally, regionally, or even locally across various scales of influence. Alliances may be driven by short-term or long-term goals, and may be mobilized by public or private actors, or a combination of both. In the buildings and construction sector, advocacy alliances, even if not identified as such, may take the form of:

- **Built environment and construction networks**: Built environment and construction networks exist that play a valuable part in organising stakeholders within the sector. These networks can be effective at establishing advocacy alliances. Organisations within these networks also tend to have members that responsible for significant parts of the building and construction sector and therefore can be highly effective at driving change.
- **Industry bodies:** Within the building and construction sector, there are industry bodies that represent different groupings such as manufacturers and contractors. To be eligible for membership of these bodies, organisations or individuals normally must work in a sector and may have to have a specified level of competency. Members are usually required to subscribe to a code of conduct or practice and pay annual memberships fees. The industry bodies draw a mandate from the membership to liaise with government and other industry bodies on issues such as regulation, training, and standards. To ensure the sector is competitive and reflects good practice, industry bodies may also provide training and guidance. These bodies can provide a useful way of transforming their sector as they can influence members to adopt more sustainable practices through revised codes of practice and conduct, guidelines, and training.
- **Built environment professional bodies:** Built environment professionals such as Architects, Engineers and Quantity Surveyors are required to be members of professional councils. Membership of these councils is achieved through professional exams, academic qualifications, and work experience. Members must subscribe to professional codes of conduct and pay annual membership fees. They also have to have demonstrated ongoing professional development by accessing formal training and learning activities which are logged annually. Professional councils provide a useful way of influencing the construction and building sector as they make many of the key design and specification decisions on projects and can therefore set standards. Councils are also interested in maintaining high ethical and professional standards amongst members and therefore may update codes of conduct and CPD requirements to ensure this reflects sustainability requirements.
- **Property owner and developer associations:** Property owners and developer associations can drive change by working together to improve the sustainability performance of their buildings. They can work with governments to define more stringent environmental legislation and can develop and support voluntary frameworks and initiatives.
- **Homeowner and resident associations:** Homeowners and residents association can be effective advocates for change as they can influence how residential areas such as

suburbs and informal settlement neighbourhoods are upgraded and performance improved. They can work with other role players to define minimum standards for dwellings and can initiate and maintain greening projects such as recycling and urban agriculture.

- **Voluntary associations:** Voluntary associations are bodies that have specific agenda or common interest that is pursued by members. Green building councils are examples of a built environment voluntary association. Councils aim to support the development of green buildings by providing training, developing guidance, and maintaining rating systems.
- **Capacity development and research networks:** Universities and research institutes form networks that can be valuable in promoting more sustainable buildings and construction- through carrying out relevant research and can provide training and courses that ensures that new practices and processes are effectively integrated into industry.

Example: Green Building Councils

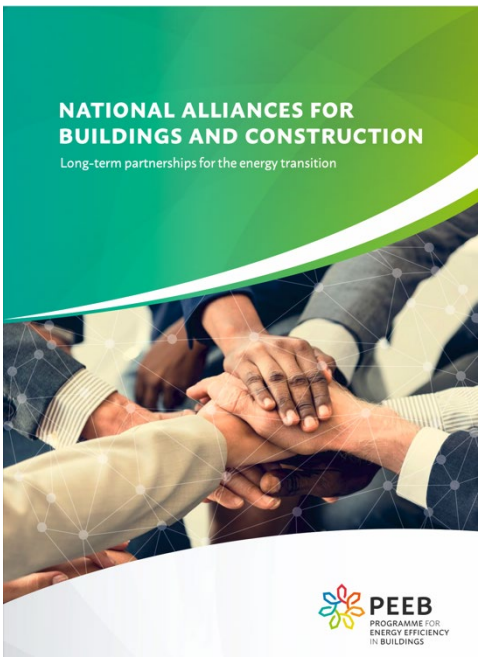
There are about 70 green building councils internationally. These are independent, non-profit organizations representing businesses and organizations working in the building and construction industry. The councils aim to drive change and support the development of green buildings. The World Green Building Council website can be used to ascertain if there is a green building council in a particular country. Green building councils are setting guidelines to address the Sustainable Development Goals in the built environment and identifying overlaps between these goals and green building objectives. National green building councils can be contacted to inform and support sustainable building and construction initiatives.

*2 **Assess** the identified organizations.*

Adapted from the PEEB guide on national alliances for buildings and construction, below are key elements, or characteristics, of alliances to look for and evaluate when assessing advocacy networks.

1. **Objectives:** Does the organization have clear objectives? Do those objectives align with sustainable buildings and construction values? Some of the most common objectives for alliances are: buildings, energy efficiency, awareness, collaboration and connection, and climate change mitigation.
2. **Structure:** Is the structure of the alliance supportive of its objectives? Are there similar-scale background organizations that host/ support the work of this alliance, or is it an independent entity? In most cases, a supporting entity strengthens the work of the alliance and is proven as key to success.
3. **Members:** Is there a variety of members constituting this alliance? Are there members from across the public sector, private sector, civil society, research and academia, and representatives of the national government?
4. **Activities:** Is the alliance engaged in a varied and multidisciplinary range of activities targeting the buildings and construction sector? The most reported types of activities, listed from the most to least common, are as follows: awareness raising, dialogue facilitation/mediation, good practice dissemination, policy proposals, project assistance, industry standards development, and trainings. Check for these types of activities and the respective frequencies.

[PEEB National Alliances for Buildings and Construction]



KEY PROCESS 3 Strengthening appropriate existing networks or platforms for effective advocacy and forming new advocacy alliances

*1 In case of existing networks and platforms, **strengthen** their work through enhancing stakeholder engagement.*

Adapted from Guidelines on lobby and advocacy by ICCO, CARE Climate Justice center, through a Southern Voices on Climate Change toolkit, lists the following tips to strengthen existing advocacy alliances[11]:

- **Ensure comprehensive and timely communication** within the network to exchange information on new evidence, new policies, new stakeholders, etc. Establish simple but effective communication guidelines (e.g. working with focal points, sharing contact details, reporting back from meetings, making one person responsible for communication, etc.).
- **Build trust between network members**. Successful networks are built on trust, respect, and a commitment to working together. Civil society professionals tend to downplay the importance of trust, but solidarity and good team spirit form the basis of strong network advocacy activities.
- **Use participatory processes** to plan and develop a shared understanding of advocacy objectives and make decisions about network activities. These processes should determine network governance structures.
- **Invest in capacity-building for network members**, e.g. on lobbying and advocacy methods, or drawing up stakeholder and power analyses. Provide continuous feedback to network members during the planning and implementation phases of lobbying and advocacy activities.
- **Ensure your network remains open to change**, for example linking up with new stakeholders to strengthen the network's lobbying and advocacy efforts.
- **Monitoring.** Staying abreast of political and policy developments at all relevant levels, as well as of progress at the level of the member organizations, can allow timely adjustment of the network's advocacy strategies and thus enhance its potential impact

[11] CARE Climate Change Advocacy Toolkit, Southern Voices on Climate Change

2 *In case of the need for forming new networks, take concrete steps to* ***form*** *advocacy alliances for sustainable buildings and construction.*

National Alliances are especially effective at mobilizing actors towards a sustainable buildings and construction sector. In its guide on National Alliances, PEEB outlines a few case studies and tips for forming national alliances. These tips can be applied to form an advocacy alliance on any scale.

- Think the mid- to long-term perspective, while still taking action now
- Establish a clear and simple organizational structure
- Find the common ground among private, public, and civil society sectors
- Ensure flexibility to react to the sector's new challenges
- Provide opportunities for members to engage in alliance activities
- Look for partners with similar goals
- Base the functioning on voluntary participation rather than an obligation
- Connect with international organizations working for the same topic
- Mobilize academia and businesses for public sector sustainable development goals

Case Study: PBD, PLAN BÂTIMENT DURABLE, THE FRENCH NATIONAL ALLIANCE[12]

"**Objectives**

Plan Bâtiment Durable (PBD, Sustainable Building Plan) brings together a large network of building and real estate stakeholders around a common mission: to achieve the energy and environmental efficiency objectives of this sector. The PBD ensures permanent consultation within the sector and continuous mobilisation of stakeholders at national and subnational levels.

Background

Launched in 2009, the PBD is recognised for its ability to develop proposals for action in a collective and concerted manner, many of which currently structure French public policy in the sector. Since its launch, PBD has been a forum for more than forty collective discussions and stakeholder consultations, each time led by one or two qualified experts.

Activities

The main activities of PBD are facilitating a space for dialogue with the real estate sector at national and subnational levels. PBD highlights various initiatives in the sector (publications, dedicated events, conference inputs etc.).

Since 2013, a particular focus has been put on collaboration with the subnational level. Together with ADEME, the French energy and environment agency, PBD runs a network of regional clusters and resource centres: the Réseau Bâtiment Durable (Sustainable Building Network).

PBD also leads several voluntary initiatives mobilising public and private stakeholders around specific themes. For example, the "Tertiary charter for the improvement of energy performance in existing buildings" now includes more than 130 public and private actors voluntarily committed to improving the environmental and energy performance of their commercial building stock.

A 2014 report and subsequent collaborative study propelled by PBD together with ADEME resulted in the development of the Massive Open Online Course (MOOC) Sustainable Building platform, [whose] objective is to address the need for digital tools in training, particularly for small businesses, to consolidate and improve the quality of the training offer for professionals. In 2019 alone, the MOOC sessions brought together over 60,000 trainees."

[12] PEEB National Alliances for Buildings and Construction, 2020

Chapter Tools and Resources

Topic	Resource/ Tool
Key Message 1 Stakeholder Mapping	**Race to Zero Breakthroughs Built Environment Systems Map**
Key Message 1 Stakeholder Mapping	Iwlearn Stakeholder Mapping Guidance Tool
	Five-Step Approach to Stakeholder Engagement, BSR
Key Message 2 Assessing Networks or Platforms	National Alliances for Buildings and Construction, PEEB
Key Message 3 Strengthening Advocacy Alliances	CARE Climate Change Advocacy Toolkit, Southern Voices on Climate Change
Key Message 3 Forming Advocacy Alliances	National Alliances for Buildings and Construction, PEEB

3 Engaging Policymakers

Introduction

Once change has begun, it is important to maintain momentum and ensure improved practices and processes are mainstreamed and sustained. The most effective way of doing this is to entrench improved practices through policy, standards, and legislation. This section identifies the key levers that government can use to embed more sustainable building and construction practices and shows how these can be implemented in a structured way.

Engaging policymakers and embedding change

Where change has been initiated by advocacy alliances it is important to build on this and embed improved practices through policy and legislative measures. This requires government to work with stakeholders to select and develop instruments that embed change and ensure their adoption.

Key processes

The key processes required to engage policymakers and develop instruments that will support and embed change are:

- Planning engagement with government policymakers and legislators on sustainable buildings and construction
- Conducting effective lobbying meetings

KEY PROCESS 1 Planning engagement with government policymakers and legislators on sustainable buildings and construction

Engaging government policymakers and legislators on sustainable buildings and construction is key to strengthening and validating advocacy efforts. Tied to previously mentioned processes on stakeholder mapping, BSR's (Business for Social Responsibility's) tool is targeted at stakeholder engagement through a five-step approach[13]. Below it is adapted for the purpose on hand:

1. **Engagement Strategy:** Set vision and level of ambition for future engagement, and review past engagements. *Here you need to identify sustainable buildings and construction policy and regulatory goals, gaps within the current policies and legislations, and the necessary governmental or legal bodies needed to realize future goals.*
2. **Stakeholder Mapping:** Define criteria for identifying and prioritizing stakeholders and select engagement mechanisms. *Identify relevant government policymakers and legislators who have or have not contributed towards sustainable buildings and construction policymaking. Identify key actors who need to start taking action.*
3. **Preparation:** Focus on long-term goals to drive the approach, determine logistics for the engagement, and set the rules. *Determine what is exactly needed from identified stakeholders and country-specific policymaking and regulatory mechanisms required for it. Determine how you will engage these stakeholders and the mechanisms to persuade them to push for intended policies.*
4. **Engagement:** Conduct the engagement itself, ensuring equitable stakeholder contribution and mitigating tension while remaining focused on priorities.
5. **Action Plan:** Identify opportunities from feedback and determine actions, revisit goals, and plan next steps for follow-up and future engagement.

The final steps serve a feedback loop that goes back to the first steps, completing a continuous and circular process of engaging stakeholders.

BSR

[BSR Five Step Approach to Stakeholder Engagement]

[13] BSR Five Step Approach to Stakeholder Engagement

KEY PROCESS 2 **Conducting effective lobbying meetings**

1 ***Understand*** *the meaning and importance of lobbying.*

"Lobbying is the art of educating and persuading your key audiences through direct, one-on-one contact. Lobbying is an 'inside' persuasion tool that must be combined with 'outside' pressure-making tools. Lobby visits, whether informal or formal, provide the opportunity to build relationships, listen and collect information, educate and provide information, and persuade. To be as effective as possible, practice and preparation are the key."[14]

2 ***Learn how to*** *and* ***practice*** *lobbying for a sustainable buildings and construction sector.*

As presented in the "Influencing Decision Makers" toolkit by the Southern Voices on Climate Change, Effective lobbying involves three stages[15]:

1 **Preparation:** What do you want to get from the meeting? What does your target want from the meeting? What will be your main arguments? How will you answer difficult questions?

2 **The meeting itself:** After the initial building of rapport and establishing your credentials, the main part of the meeting should be dialogue – an exchange of views. People don't change their viewpoint when passively listening – only when they are actively exploring the issue and the alternatives. Therefore in this part of the meeting you and your colleagues should be speaking for less than half of the time (in small chunks), allowing your target to talk for other half. By the end of the meeting, something must be agreed, even if it is just a mechanism for continuing the dialogue.

3 **Following up from the meeting:** Debrief among yourselves, write up notes, write to target thanking them for the meeting and confirming what was agreed, then plan your next steps. Remember that lobbying is only one way of exerting influence as part of your overall advocacy strategy, and in most cases lobbying happens after and/or alongside other forms of influencing. Getting the target to agree to the

[14] Advocacy for Social Justice: A global action and reflection guide, edited by David Cohen et al., Kumarian Press 2001
[15] CARE Climate Change Advocacy Toolkit, Southern Voices on Climate Change

meeting may have been as a result of previous advocacy efforts, and ensuring any agreements reached will be implemented will also require advocacy.

Chapter Tools and Resources

Topic	Resource/ Tool
Key Process 1 Planning Engagement with Stakeholders	Five-Step Approach to Stakeholder Engagement, BSR
Key Process 2 Conducting Effective Lobbying Meetings	Advocacy for Social Justice: A global action and reflection guide, edited by David Cohen et al., Kumarian Press 2001
Key Process 2 Conducting Effective Lobbying Meetings	CARE Climate Change Advocacy Toolkit, Southern Voices on Climate Change