

European Bank for Reconstruction
and Development

**Green City and Climate Action
Plan**

Stakeholder Engagement Plan

GCCAP-Warsaw:04/2020

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Definitions

C40: organisation that is developing Climate Action Plan

Climate Action Plan (CAP): a document outlining climate actions for a city, which are aligned with the objectives of the Paris Agreement. CAP addresses the need to reduce greenhouse gas (GHG) emissions, includes solutions to adapt to the impacts of climate change and delivers wider social, environmental, and economic benefits.

Civil society organisations (CSOs): organisations established by communities and comprised of community members.

City: the City of Warsaw

Consultant: organisation that developing Green City Action Plan

Consultation: a process of gathering information and advice from stakeholders and taking their views into account when making project decisions, setting targets, and defining strategies.

Dialogue: an exchange of views and opinions to explore different perspectives, needs and alternatives, with a view to foster mutual understanding, trust and cooperation on a strategy or initiative.

Engagement: a process, in which city builds and maintains constructive and sustainable relationships with stakeholders over a project lifetime.

European Bank for Reconstruction and Development (EBRD): Organiser and supervisor of the Project, responsible for accepting deliverables and keeping appropriate engagement of stakeholders.

Green City Action Plan (GCAP): a document assessing and prioritising the city's environmental challenges based on specific indicators and outlining an action plan to tackle the challenges with the aim to help a city achieve climate neutrality and become more sustainable, liveable and resilient.

Green City and Climate Action Plan (GCCAP): a first of its kind programme combining GCAP with CAP through a partnership between EBRD with C40.

Kick-off Meeting (KOM): Kick-Off Meeting is an official technical event for key GCCAP participants. The Kick-Off Meeting for Warsaw GCCAP took place on Thursday 26 November 2020 and was attended by EBRD, C40, the City steering committee and other City representatives.

Non-Government Organisations (NGOs): private organisations, often not-for-profit that facilitate community development, local capacity building, advocacy and environmental protection.

Project: GCAP and CAP development.

Stakeholder: a group or an individual who can affect or is affected by the city and its activities.

Stakeholder Engagement Plan (SEP): a plan, which assists managers with effectively engaging stakeholders throughout the life of the project and specifies activities that will be implemented to manage and enhance stakeholder engagement.

Steering Committee is a body appointed by the resolution of the city Mayor which consists of senior representatives/heads from relevant municipal departments including from finance, communications, sectoral departments, and offices responsible for promoting the City's sustainable and resilient development and municipal companies. This Committee will provide strategic oversight and provide with strategic decisions.

Strategic Impact Assessment (SEA): is a systematic decision support process, aiming to ensure that environmental and possibly other sustainability aspects are considered effectively in policy, plan and program making

Technical Experts Group: group of City staff with substantive and technical knowledge from departments that are Steering Committee members (but are not themselves members of the Steering Committee in person). Technical Experts are assist the support for Consultant team in delivering data and participate in the process including, defining needs and priorities as well as daily contact with various Project matter

1 Introduction

The Stakeholder Engagement Plan is a set of guidelines, which will be used as a blueprint for future stakeholder engagement and communication with all stakeholder groups. Please note that this is a living document, which will be updated throughout the project.

Success of the GCCAP largely depends on stakeholder engagement. Strong stakeholder engagement means open (transparent) and honest communication, contributions from all parties in equal measure and developing a sense of one team among all stakeholder.

This SEP will be published on the EBRD Green Cities website

1.1 GCCAP purpose and scope

Green City and Climate Action Plan is a programme combining Green City Action Plan (GCAP) with Climate Action Plan (CAP) through a partnership between EBRD with C40.

Green City Action Plan (GCAP) is a document assessing and prioritising city's environmental challenges based on specific indicators and outlining an action plan to tackle the challenges with the aim to help a city achieve climate neutrality and become more sustainable, liveable and resilient. GCAP conclusions are ideas and actions that are created and evolved on common workshops with city representatives, and with stakeholder participation.

The Climate Action Plan (CAP) is a document responding to a challenge that City has established to be climate neutral by 2050. Therefore, the CAP will be document that draw a path to this neutrality in line with climate Paris agreement established in 2015. This input to the document will be prepared by C40.

Warsaw, Poland's capital, is a global city with nearly 2 million inhabitants. It is a finance, business, research, technology as well as arts and culture leader in Central Europe and one of the fastest developing cities in Europe.

With an area of 517 sq km, the Polish capital is a verdant city with significant area of parks and green spaces crossed in the middle by Nature 2000 Vistula river valley. The City is developing green corridors that will connect green spaces in Warsaw, with the aim that residents will be able to walk through the city using only parks and green areas.

Warsaw actively uses EU funding to finance sustainable investments. Since Poland access to UE in 2004, The city acquired approx. 17,9 billion PLN to support projects and programmes to improve air quality, reduce carbon emissions, improve natural environment and enhance public transport¹. The city is also engaged in many projects financed by a range of programmes including LIFE, Horizon 2020 and International Funding Institutions (IFIs).

Development and implementation of GCCAP is an important step in delivering on the ambitious commitment made by Warsaw to reach carbon neutrality by 2050 and continue to develop dynamically in accordance with the principles of sustainable development.

As the GCCAP is driven by intent to improve the quality of life through sustainable development, listening to the voices of the city authorities, local NGOs, inhabitants and other stakeholders is crucial to build ownership among these and to developing a plan that will secure widespread support.

¹ http://europa.um.warszawa.pl/sites/europa.um.warszawa.pl/files/fundusze_unijne_broszura_2020.pdf

Fully embracing the idea that GCCAP is based on effective cooperation between a range of stakeholders, this SEP adopts an inclusive approach.

Please note that the following document is an initial guide, which will be revised and updated to inform ongoing stakeholder engagement through various stages of the project development. It outlines engagement activities undertaken at the Inception stage of the project and serves as a blueprint for engagement initiatives planned at the next stages of the project.

1.2 Objectives of the Stakeholder Engagement Plan (SEP)

The SEP seeks to define an applicable approach to the GCCAP project. The goal of this SEP is to facilitate decision making, create an atmosphere of mutual understanding and actively involve stakeholders in a timely manner.

Additionally, the SEP aims to ensure that all stakeholder groups are provided with sufficient opportunity to voice their opinions and concerns that may influence project decisions.

Overall, the SEP is a tool which will optimise managing communications between the city and its stakeholders.

The key objectives of the SEP include:

- Identify key stakeholders that are affected, and/or able to influence the project and define their roles and responsibilities in the Project,
- Prepare a tool to engage and monitor a broad range of interests and perspectives in the process of shaping the City's strategy and the future of Warsaw,
- Provide a solid understanding of the City's current context and the opportunities to build a GCCAP,
- Outline a systematic approach to stakeholder engagement, which will help the City and the GCCAP team build and maintain a constructive relationship with stakeholders,
- Foster awareness and build capacity amongst the community on the issues of climate action,
- Ensure transparency in building and implementing the GCCAP,
- Empower people to participate in the GCCAP development, and thereby activate the community and promote community cohesion.
- Identify the most effective methods and structures through which to disseminate project information, including reviewing the City's current consultation and communication practices to utilise existing processes in the development and implementation of GCCAP
- Develop a stakeholder engagement process that provides stakeholders with an opportunity to influence project planning. The stakeholder engagement will be monitored using stakeholder matrix, where participants are listed and described. For each participant, the stakeholder matrix contain also level of interest, potential input, stages of contact, way of engagement, potential risk and expected outcome.
- Establish formal mechanisms of submitting comments. Receiving comments and ideas is important to have knowledge of third parties' opinions about GCCAP. All comments will be collected in a database and analysed in terms of sender, topic, and content. After analysing the comments together with the city, the decision about next steps (how to

address comments) will be made. Before project ends, the report on stakeholder engagement will be issued.

- Define roles and responsibilities for the SEP implementation
- Define reporting and monitoring measures to ensure the effectiveness of the SEP, described in chapter 11.

With these objectives in mind, the Stakeholder Engagement Plan will:

- Identify who are the key stakeholders for Warsaw's GCCAP,
- Identify how these groups will be engaged, and the roles they will take during the process of strategy development and implementation,
- Identify what we want to know from different stakeholder groups, and what we need to communicate to them, and
- Define when different stakeholders will be engaged in the process and establish a schedule for engagement activities.

The SEP is living document in the form of a report and is mainly directed at the City, Consultant and EBRD as a guideline for engaging stakeholders in the project. However, some important issues for residents are also marked in this document.

For public disclosure, a leaflet including basic information such as: GCCAP purpose, stakeholders' rights and participation possibilities, communication channels and project milestones will be published.

1.3 Management of the Stakeholder Engagement Plan

The Stakeholder Engagement Plan is managed and delivered by the Consultant with support of the designated team from the City. They will brief relevant stakeholder groups and engage directly with stakeholders to get their input, feedback, and support on the GCCAP issues and the actions or initiatives that could be adopted to address them. The Plan will be a live document and will be updated on an ongoing basis by the Consultant team to ensure that appropriate engagement activities are scheduled as needed throughout the process.

2 Trust-building

To achieve an inspiring, empowering and captivating stakeholder engagement the following should be met:

- Thorough understanding of all stakeholders
- Understanding of the GCCAP's purpose and objectives among stakeholders
- Trust between all parties involved
- Good relationships between stakeholders
- Possibilities for feedback at every stage of the process
- Stakeholder's familiarity with what's expected of them

A solid starting point for stakeholder involvement is a common understanding of the project. SEP in current version is too complex and complicated for a wide range of stakeholders. It is

rather a document that provides common internal understanding for stakeholder engagement between the City, Arup, EBRD and C40. Arup team will prepare a leaflet for external stakeholders including citizens, NGOs and CSOs, which will extract the essence from SEP such as: summary of the project goals, expected involvement of stakeholders, and contact paths.

We establish what kind of involvement stakeholders can expect and what input is expected from them. We already identified most influential stakeholder and mapped them according to the context of potential inputs: climate, air quality, water, solid waste management, buildings, architecture, social engagement, environment, sustainable development, energy, transport and infrastructure

To ensure a smooth stakeholder engagement experience relevant to each stakeholder group, we will consider stakeholders' priorities and agendas through initial survey/interviews with stakeholder representatives. This will also demonstrate to stakeholders that their contributions are treated with significance.

Looking at the potential risks to SEP, particular attention has been given to schedule restrictions, which could jeopardise time needed for trust-building. To mitigate this, careful planning will be put in place to accommodate time for each activity. Stakeholder 'team-building' might be challenging due to the variety of institutions involved, each with its own feeling of belonging. To reduce this risk, a range of collaboration exercises will be included in stakeholder workshops.

In Warsaw, a lack of public trust in local government poses a common challenge in stakeholder engagement activities. To the extent possible trust will be built through upholding the following principles:

- **Transparency:** The SEP and the outcomes of stakeholder engagement activities will be made public, so that interested stakeholders can trace discussions and decisions that resulted from workshop activities. The use of the Virtual Engage platform will be a key tool to allow external stakeholders to view and engage in GCCAP processes and decisions.
- **Inclusion:** The stakeholder engagement process will seek to involve relevant external stakeholders in order to ensure that the GCCAP is developed collaboratively and takes account of diverse perspectives.
- **Communication:** Key external stakeholders will be kept informed on key milestones within the GCCAP process via email communication.

3 Roles and responsibilities

3.1 The City

The City has the best knowledge of the interest groups within the city due to pre-established relationships. The City will maintain these relationships throughout the development and implementation of the plan and afterwards. As the project is unique and with a wide range of topics also new external stakeholders were identified and will have access to the project (comments, sharing ideas, etc).

The City will review, modify and confirm the list of stakeholders proposed by the Consultant, and will be fully engaged in stakeholder involvement during the entire project, approving documents related to stakeholder engagement, taking part in meetings, workshops and discussions, and will continue stakeholder engagement after GCCAP approval.

The City will use its existing communications and engagement channels as relevant to increase awareness of the GCCAP. This is likely to include sending and following up on invitations to events to ensure high participation rates.

3.2 Consultant

The Consultant will support the City in all aspects of stakeholder engagement throughout the GCCAP development.

The Consultant will be responsible for design of and running of stakeholder events during the preparation of the GCCAP. The consultant will also lead administrative functions including organising and leading meetings, daily communication, providing reports and memos from stakeholder engagement events, preparing communication notes etc.

As Warsaw is a city with mature stakeholder engagement processes, the Consultant will work closely with the City to design consultation events. Where the City takes a leading role e.g. social media and communication, The Consultant will provide support including communication materials. The Consultant will moderate the workshops and analyse and reporting outcomes. The Consultant will also ensure public consultation accordingly to the legislation in terms of the Strategic Environmental Assessment.

The Consultant's role is also to ensure inclusive and equal treatment of all parties involved.

3.3 EBRD

The Bank's role is to review and provide feedback to documents related to stakeholders (mainly SEP). As a supporting body for the City, the Bank may also participate in meetings and workshops and comment on ongoing actions in the Project.

The Bank will publish key Project documents, including SEP, on its website.

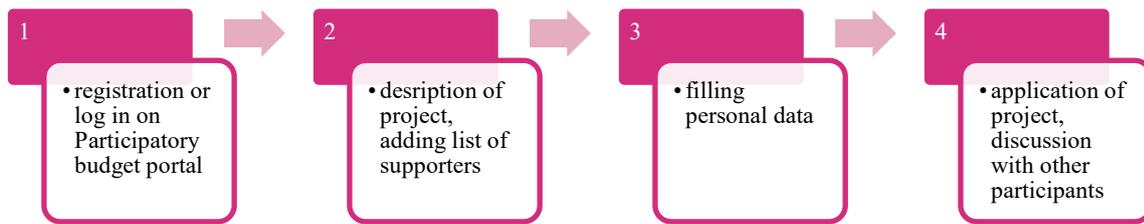
4 Existing city engagement practices

4.1 Participatory budget

The City of Warsaw has already established one of the most important citizen-engagement initiatives – the participatory budget. It is a process, in which all permanent residents of the city take part in deciding about the way public money is spent. Warsaw has dedicated platform for the participatory budget initiative.

The first participatory budget took was in 2015 and the seventh budget process has recently taken place. The idea is very popular in the city and engagement of citizens is on high level.

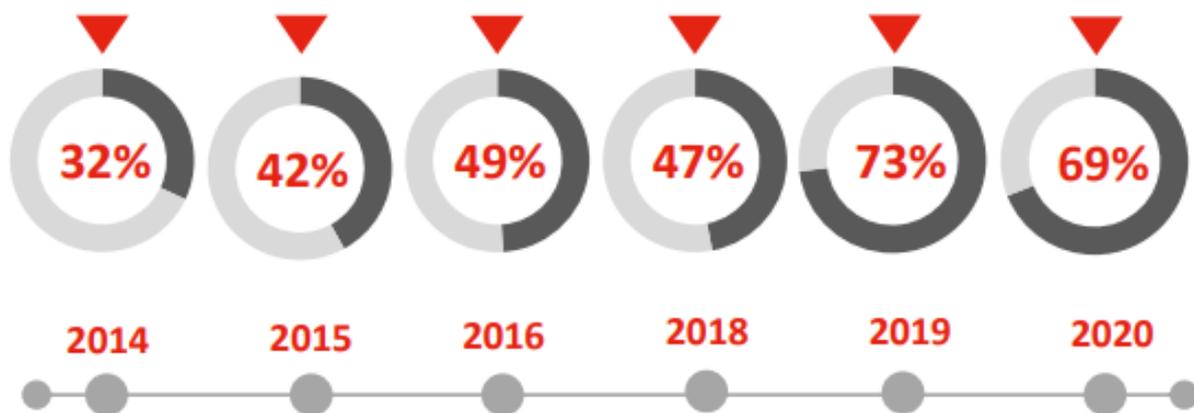
The notification process is shown on below steps



After the period of notification process, voting begins. Projects are grouped in categories (education, public communication and roads, culture, environment protection, social care, public areas, sport, health, city greenery) and area-wise (City District / whole city). All projects are listed and presented on a map. All projects with the most votes in the district budget go to implementation.

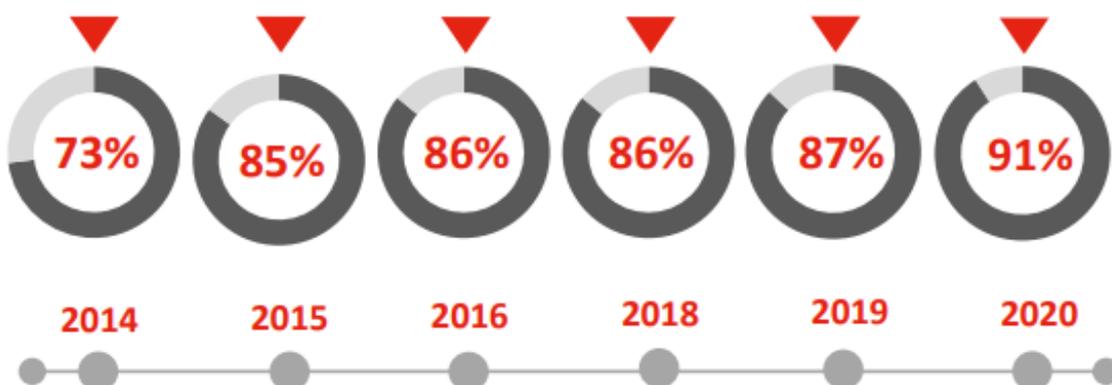
Through the participatory budget, the City aims to increase local awareness and promote the idea of self-governance. Within this framework inhabitants can easily submit their ideas for tasks which local authorities should deliver and later choose the best one in a vote. The winning projects must be then implemented by the City.

Participatory budget is very popular and well assessed initiative within Warsaw citizens. Below figures shows some important statistics



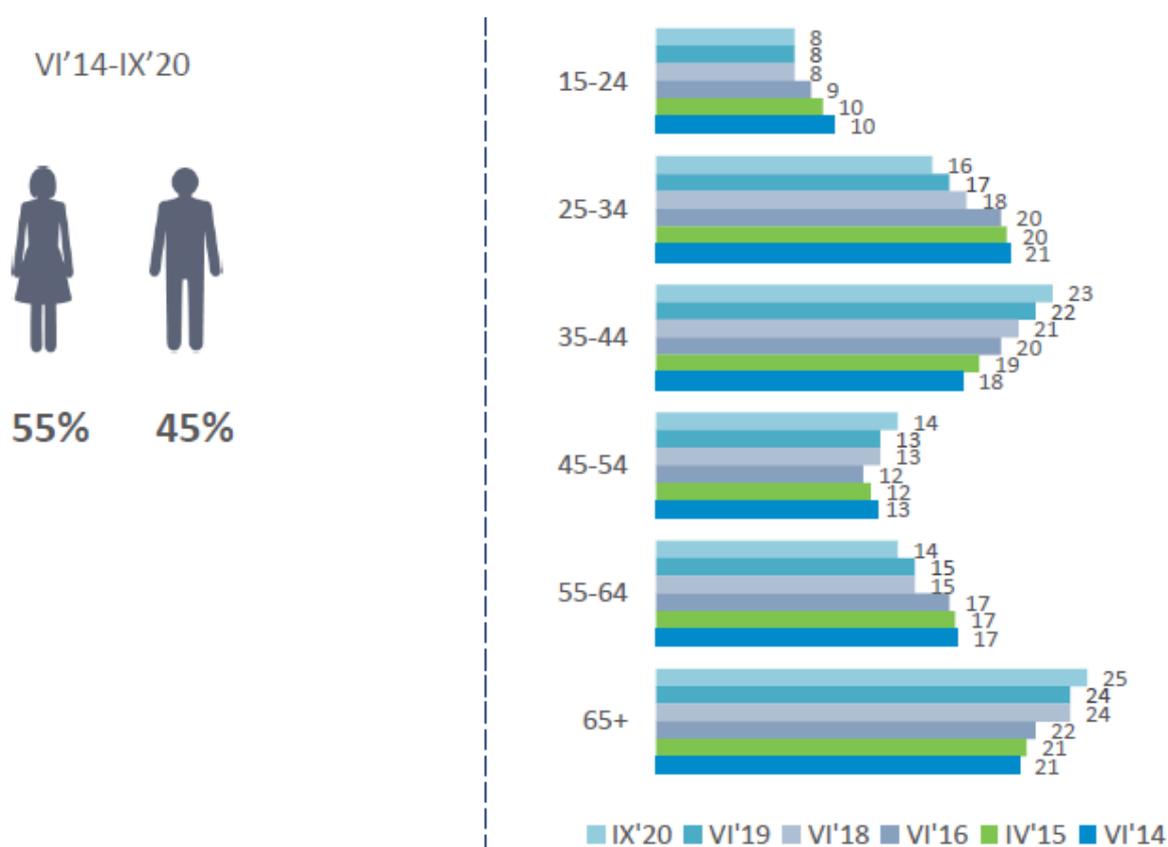
Source: https://twojbudzet.um.warszawa.pl/sites/twojbudzet.um.warszawa.pl/files/budzet_obywatelski_2014-2020_0.pdf

Figure 1 Percentage knowledge of participatory budget among citizens



Source: https://twojbudzet.um.warszawa.pl/sites/twojbudzet.um.warszawa.pl/files/budzet_obywatelski_2014-2020_0.pdf

Figure 2 Positive assessment of the idea of participatory budget among citizens



Source: https://twojbudzet.um.warszawa.pl/sites/twojbudzet.um.warszawa.pl/files/budzet_obywatelski_2014-2020_0.pdf

Figure 3 Percentage distribution on votes according to sex and age

The table below indicates some of the most important figures from last seven editions.

Table 1 Figures describe seven editions of participatory budget

Year	Budget [mln PLN]	All reported projects		Number of reporting citizens	Number of projects voted on		Number of voting citizens	Number of projects to implement	
		District	City		District	City		District	City
2021	83 111 363	2 046	197	1 186	1 397	106	109 025	341	18
2020	83 111 363	1 975	191	1 170	1 425		105 822	385	29
2019	64 784 230	2 433		2 433	1 628		89 807	850	
2018	61 419 911	2 782		2 769	1 808		117 381	881	
2017	58 588 894	2 649		2 641	1 750		128 406	770	
2016	51 215 551	2 333		no data	1 464		172 395	644	

2015	26 237 268	2 236	no data	1 390	166 893	336
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Source: Reports from execution of the participatory budget 2016 – 2021 (<https://twojbudzet.um.warszawa.pl/popzednie-edycje>)

Analysis of the participatory budget platform can be used to prioritise, or shortlist already implemented actions. The detailed analysis of the programme record allows to identify most repeated activities or areas and their locations in the city.

As the participatory budget is rather tailored for smaller and local initiatives, GCCAP is totally in line with the scope of reported projects, as they are mostly in line with sustainable development, blue-green infrastructure, clean air, etc. Therefore, GCCAP should be a great inspiration for citizens to report similar projects but in a local scale.

4.2 19 115: phone line and application

The City's phone number 19 115 is intended for contact with citizens 24 hours a day, 7 days a week. Using this number residents may:

- Get full information about the services provided by the City Hall and municipal units (information),
- Report a problem that should be dealt with by the municipal services (intervention),
- **Share an idea for improving the city (initiative),**
- Access constant monitoring of the implementation of the reported case (notification status).

Free 19 115 smartphone app allows residents to report problems that require intervention of municipal services and delivers city news as well as warnings about local threats such as extreme weather conditions. Through this channel residents can also submit ideas to improve the city, indicate where they would like to plant a tree and decide on the participatory budget. Using 19 115 number residents can be sure that their query will be analysed and answered.

In 2020 citizens contacted the City through the 19 115 line 666 058 times including 372 761 interventions and 215 893 information. Rest of calls concern other matters.

Last year, reports related to waste in the city accounted for almost 48% intervention notifications received via Warsaw 19115. Varsovians often paid attention to matters related to the maintenance of cleanliness in the city – organization of garbage collection, overfilled garbage cans, illegal landfills, destruction of rubbish bins or the lack of them. Thanks to the vigilance of residents, the relevant services can remove illegal landfills faster, but also control the quality of work of companies collecting waste.

Road issues were also important for the inhabitants of Warsaw. In 2020, they accounted for over 30 percent. intervention notifications. Thanks to the residents' reports, the municipal services could react faster, e.g. damage to road surfaces, broken street lighting, broken traffic lights or poorly parked vehicles.

Due to changes in the legal status regarding ownership transformations, the residents asked about tax matters. In May and June last year residents were additionally interested in matters related to the organization of presidential elections.

An important area of reporting was related to a state of the pandemic. Residents asked about public transport running, using the city card (possibility of suspension), parking costs,

organization of education, social assistance and detailed regulations related to the organization of life in the city.

Some ideas related to the GCCAP may be report via 19 115. However, statistics show that the number is generally for interventions and information rather than submitting sustainable initiatives.

4.3 Open-door policy

The City is driven by the open-door policy. All Department Directors have appointment hours for residents booked in their calendars. After contacting the Department Secretary, residents may meet Directors in person. **This path could be also use for participating in GCCAP Warsaw in case of older person or persons without easy access to internet and social media.** City Air Protection and Climate Policy Department is proper for leaving comments and ideas in Project.

4.4 Warsaw Climate Panel

Warsaw also uses Citizens' panels, a democratic form of involving residents in the process of setting the City's policy. A recent panel discussed energy efficiency and the development of renewable energy, and currently the City considers organising more panels around climate change.

Panellists are selected randomly among citizens, which assures a diverse group of participants. In the panel 90 resident panellist participated. The procedure was a draw based on a randomly selection of 18,000 addresses from the Warsaw households database with a sent invitation to participate in the panel. Among the people who responded to this invitation, the City made another draw, this time taking into account gender, age, place of residence and education – all in order to make the composition of the panel as closely as possible to the demographic structure of Warsaw.. No specialist knowledge is required from the participants as they receive support from experts, who also prepare accessible materials. It is important that the panel presents different points of view and a wide range of solutions. Moreover, the panel participants are also selected NGOs and observers which are persons that watch the panel progress and can take part in plenary parts of the meetings but without the right to vote.

Panellists learned about the effects and costs of each solution on educational meetings, and then during talks in smaller groups, they looked for the best solutions. At the end of the panel, developed solutions are put to the vote by the entire panel. In this way, a list of recommendations referred mainly to energy efficiency were created. The list was established at the end of November 2020 and act as a city energy efficiency policy for implementation.

Conclusions from the Warsaw Climate Panel will be taken into account for preparation of GCCAP.

5 Legal and Regulatory Requirements

The GCAP and CAP are not statutory plans and so are not subject to specific formal consultation process under law. However conducting a Strategic Environmental Assessment (SEA) for the Project is obliged.

According to the Polish law, Act of October 3rd, 2008 on sharing information on the environment and its protection, public participation and environmental impact assessment, 21 days of public consultations for the Project and SEA are required. The decision that SEA is necessary was issued on 5th of February 2021 by the Regional Directorate of Environmental Protection in Warsaw (WOŚ-III.411.7.2021.JD).

Specific date and instructions on how to conduct the public consultation will be included in the methodology for SEA which start of preparation is planned for the 3rd quarter of 2021. Regardless of the SEA process, public consultations need to last 21 days.

6 Stakeholder identification and analysis

6.1 Stakeholder identification

Consultant with a support of the City has identified a series of stakeholders from different sectors, representing interests at the local and national levels that have a bearing on Warsaw's Green City and Climate Action agenda.

The stakeholders are drawn from the City Council, the private sector and civil society (including vulnerable groups) to participate directly or indirectly in the city strategy development and implementation. The selection of stakeholders is diverse, inclusive, and representative of the key groups in the city and surrounding region.

The identified stakeholders have been allocated to the Steering Committee, Technical Experts Group, or both, in addition to other Working Groups and stakeholders who will be consulted in other ways.

Stakeholders are divided into four groups to provide a better understanding of their roles and involvement.

6.1.1 The City of Warsaw

The City which is the ultimate owner of the GCCAP has an extensive internal structure of departments and offices, that manage specific elements of the city life. The administration of the City is divided according to the competencies of each department.

Engagement of the City throughout the project is crucial in terms sharing data, expressing their needs and responding to the Consultant's recommendations.

The City's responsibility is to support the Consultant with delivering data, sharing knowledge regarding the environmental and climate policy, providing feedback for the ideas presented by the Consultant, providing feedback on environmental priorities and actions, supporting communications and organisational matters, and approving the final document.

To manage the GCCAP, two teams have been created within the City:

- 1) Steering Committee which consist top management of city offices and municipal companies
- 2) Technical Experts Group which consist subject matter experts in areas covered by the GCCAP.

6.1.2 Institutional stakeholders

The City Council and Departments create and drive the city policies and indicate the City's needs and necessary improvements. Municipal institutions and companies as well as external utility companies implement and manage city policies.

From the municipal companies we expect cooperation in terms of data sharing and providing feedback on suggested actions in the area of their expertise.

6.1.3 Third parties

This group includes external stakeholders which are not directly involved in the project but play a significant role in the city life. From third parties, we expect ideas-sharing regarding urban green policy and communication partnerships.

As Warsaw is the country's centre for business, education and policy, representatives of these organisations are essential for the project.

- representatives of counties (County office) and national authorities (government, parliament)
- Mazovian voivodship
- Warsaw Colleges.
- Polish Business Roundtable
- Communities and housing cooperatives
- Local media
- Developers
- Mazowiecka Okręgowa Izba Architektów RP
- Involved in city life CSOs and NGOs:

NGOs which represents various group of people and interests and are important part of stakeholders in the project. As the number of active NGOs in Poland is 143 000 (<https://fakty.ngo.pl/>) we mapped a selection of organisation and chose those whose core of activity is complementary with the Project scope. In our list there are representatives working on climate change, air pollution, environment protection, building and architecture and infrastructure, and divided it to global and local. This NGOs list is not closed. We created it to point the most known and powerful organisations whose activities fit into the Project. Mapping is an ongoing process and will go on with the Project. As in Warsaw there is also number of micro and district organisation, we will inform them directly when Projects will be located in their operating area or will be thematically addressed their interests.

- Lobby groups

We will aim that no potentially interested group in the project is excluded either because of representing ethnic or other minorities; elderly; youth; women; LGBTQI (lesbian, gay, bisexual, transgender, queer and intersex) persons, persons with disabilities, in extreme poverty or facing insecure and informal work etc.

6.1.4 Individual residents

One of the most important project goals is to improve life quality for Warsaw residents. We cannot ensure direct participation for individuals in workshops, meetings, and capacity building but we will provide opportunities for residents to share their comments and ideas. Channels of communication with residents are described in section 8.

6.2 Stakeholder analysis and engagement

Engagement of various stakeholders needs to be specific to the character of their involvement in the project. Some will be directly engaged in developing the GCCAP, participating in workshops, meetings, capacity building and trainings, while others will follow the project progress and provide feedback. The Consultant's responsibility is ensuring that everyone is included in the process, each voice is heard, and all ideas are analysed and taken into consideration.

Stakeholders are persons, groups and/or organisations who:

- are directly and/or indirectly affected by the GCCAP development or outcomes (i.e. City authorities, municipal companies, residents)
- have an interest in the GCCAP development or outcomes (i.e. scientific communities, institutes, national and local governments)
- have the potential to influence GCCAP development or outcomes or City operations (i.e. CSOs, NGOs, lobbyists, businesses).

At this stage of the project, it is not feasible to list stakeholders that will attend each meeting and workshop. The SEP will be updated in due course, and engagement of stakeholders participating in meetings will be described in memos and amended in the stakeholders matrix regularly.

Except the Consultant, EBRD and C40, which support the City in developing the Project, may be interested in participating in workshops.

We recognize that roles may change depending on different areas of interest, so the SEP remains a living document and reviewed throughout the process.

6.2.1 Roles

Each stakeholder may play different roles, which will have an impact on the development and delivery of the GCCAP. The table below indicates the range of stakeholder roles, and how they will be filled by city and external stakeholders.

Role	Description	City	External
Influencer	A stakeholder who has a direct or indirect impact on an audience or strategy	✓	✓
Adviser	A stakeholder who gives advice in a particular field	✓	✓
Facilitator	A stakeholder who helps a group of people to achieve their objective and assist them to plan to	✓	

	achieve it without taking particular position in the discussion		
Enabler	A stakeholder who makes something possible, practical, or easy to achieve a goal, and who is directly involved in the process	✓	
Data gatherer	A stakeholder who helps in data collection	✓	
Data provider	A stakeholder who helps in providing data	✓	✓
Decision maker	A stakeholder who is responsible for taking and managing decisions	✓	

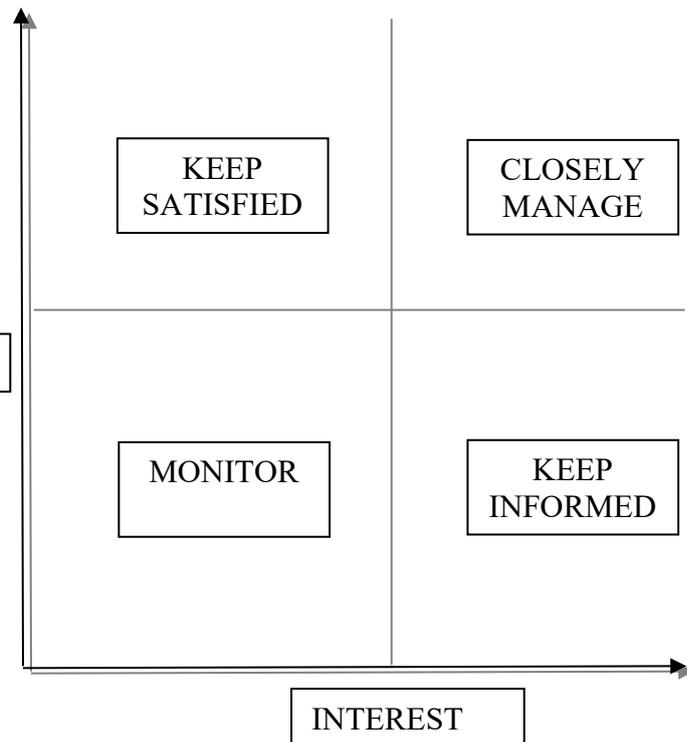
Each stakeholder's role will relate to one or more of the priority themes identified for Warsaw, as highlighted in chapter 2 (climate, air quality, water, waste management, buildings, architecture, social engagement, environment, sustainable development, energy, transport, and infrastructure). Furthermore, an individual's role is likely to change throughout the GCCAP process. For example, a person may be an Influencer during the development of the strategy, but a Contributor during the delivery of the strategy.

There are currently a number of key stakeholders, particularly those engaged in delivery data, who have low interest, but high power. Warsaw is also lucky to have a number of key people with power who are very engaged in the climate action agenda, such as the Mayor.

6.2.2 Strategies for engagement

A power/interest matrix will be used to classify the stakeholders according to how they should be engaged during the strategy process. The following four categories were applied:

- **Closely manage:** stakeholders who have high interest in the project and can greatly influence the project in a positive way,
- **Keep informed:** stakeholders in this category have high interest but low influence on the project,
- **Keep satisfied, manage risk and opportunity:** stakeholders in this category have low interest in the strategy but can greatly influence the project in a positive or negative way, and
- **Monitor:** stakeholders in this category have low interest and low influence on the project.



7 Engagement methods

7.1 Engagement level

There are different levels of engagement, which include the following:

- **Inform:** to provide the stakeholders with information to keep them informed and assist them in understanding the city strategy.
- **Consult:** to obtain public feedback on the city strategy.
- **Involve:** to work directly with the stakeholders throughout the process to ensure that their concerns are consistently understood and considered.
- **Collaborate:** to partner with the stakeholders in each aspect of the decision-making process.
- **Empower:** to place final decision making in the hands of the stakeholders.

The level of engagement that is appropriate for any individual stakeholder will depend on the role in the project and the management strategy identified through the stakeholder mapping exercise. The required level of engagement will influence the selection of appropriate engagement methods.

7.2 Engagement methods

SEP outlines the types of stakeholder engagement, which will be required throughout the project from a range of stakeholder groups. While some groups will need to get actively involved by joining workshops, others will have the opportunity to comment through a virtual platform.

Stakeholder engagement is a two-way process, and there is a range of engagement methods which will be used at different stages of the project and will include but are not limited to the following.

7.2.1 Workshops

Workshops are most suitable for the public and community groups in order to provide an efficient mechanism for gathering multiple views at the same time in an engaging and interactive way.

Workshops should normally be used to engage with multiple individuals from the same stakeholder group, such as members of an affected community.

Where a workshop aims to bring different stakeholder types together, it is important to consider the power dynamics and target individuals of similar status. This helps to prevent conflict, over dominance, or under-participation by individuals participating in the workshop.

It is ideal that the outputs are similar across different workshops for different stakeholder groups, and that these should respond to the research aims. Within those constraints, there is scope for modification of the exact discussion and any exercises or sequence to allow for cultural and situational needs, such as background and awareness of the topic.

As trust is crucial when it comes to genuine stakeholder engagement, it is necessary to plan time to build it. Interaction with stakeholder (including online) have a great trust-building as well as relationship-building potential. This can be achieved through a range of activities such as:

- Sending detailed agenda and materials and expected outcomes ahead of each meeting thus no one is surprised on the day of the workshop.
- Where appropriate, ice-breaking exercises and activities in pairs and breakout groups to let all participants get to know each other in a semi-formal way.
- Appointing a so-called Yoda person, who will call out the ‘elephant in the room,’ make sure that everyone gets a chance to speak and ensure that meeting rules (e.g. cameras on) are kept by all participants.
- Parking lot rule – crafting a space for comments, questions, and ideas, which are important, but not exactly relevant to the meeting’s topic in order to get back to them at a later stage.
- Check-out question at the end of each meeting e.g. what was the most important things for you today?
- Happy half an hour – time at the end of the meeting to relax and celebrate what has been achieved

As agreed with the EBRD, organising online workshops provides an opportunity for a wider dialogue, which will help to develop recommendations that are more comprehensive. As the workshop framework requires a smaller number of attendees, external stakeholders will be able to contribute through comments in a dedicated Arup Virtual Engage space

7.2.2 Working Meetings

Ad hoc meetings between internal stakeholder (Consultant, EBRD, Steering Committee representatives, technical experts, and other City related persons and organisations) will be organising for discussing ongoing matters and explain some appearing issues. Such working meeting are also important for data collecting and managing. Due to the pandemic situation all meetings are organising online until revocation.

7.2.3 Virtual Engage

Arup Virtual Engage will be used to communicate the Project steps and results and gather feedback from all interested parties (external stakeholders). **We assume that NGOs, citizens, scientific communities and media would be mostly interested to monitor the platform.** The purpose of the Virtual Engage is to reflect the same level of detail shared in a traditional physical presentation. The tool optimised for desktop, mobile and tablet use, allows the public to access information, view maps and drawings, and share feedback from any location and at any time. It should help reach demographic groups who don't typically attend physical consultation events. Arup Virtual Engage is GDPR (General Data Protection Regulation) compliant and meets accessibility requirements providing keyboard control and screen readers. The tool doesn't require high-bandwidth Internet connection.

Data and documents will be publicly available free-of-charge for review and comments.

7.2.4 Other

Mechanisms for consultation and public engagement can take a variety of forms depending on the stakeholders involved and the objectives of the consultation. We are not excluded such methods as:

- Public Meetings, Focus Group Meetings; Round Table Discussions/Workshops, with particular attention to ensure that women and vulnerable groups are heard.
- Interviews with key stakeholders, regardless of gender identity, sexual orientation, socio-economic status, place of birth, age, religion or other circumstances.
- Press Conference with GCCAP representatives presents to respond to queries and receive feedback.
- Questionnaires and Surveys (including online platforms).
- Social media.
- 19 115.
- Open door policy.

The specific mechanisms for consultation need to be tailored to the identified stakeholders, these including any vulnerable groups or those with specific needs. At the current phase of the project such groups have not been identified.

7.3 Approach to meetings during the pandemic

Our ambition is to have an opportunity to deliver the project in the most cooperative way possible. The essence of the GCCAP is open discussion, brainstorming and direct meetings.

While COVID-19 remains a threat to public health and face to face meetings are not possible, we will use virtual engage) to achieve the aims of relationship-building, close collaboration and sharing ideas.

8 Communication methods and data flow

8.1 Communicating with the public

Communicating GCCAP to citizens will be centred around an existing City's Facebook page: Warszawa Dla Klimatu, which has over 10 500 followers as well as on Warszawa dla Klimatu [Twitter account](#) with nearly 3000 followers. A hub dedicated to GCCAP progress will be developed on Zielona [Warszawa](#) (Green Warsaw) website. As the City has previously conducted a number of climate and sustainability campaigns through these channels, there is no need to create a new channel of communication as residents are familiar with the existing ones.

Described in section 7.2.3 Arup Virtual Engage will be used to communicate the the Project steps and results and gather feedback from all interested parties (external stakeholders). The Virtual Engage Room will have two types of questionnaires. One general for free thoughts and comments and second for specific documents (GCCAP deliverables).

As Virtual Engage is a digital solution, which may not be suitable for all citizens, a more traditional GCCAP inbox (gccap@um.warszawa.pl) – or similar – will be created as email is already an established channel, through which residents communicate with the City officials.

Ideas and comments will also be accepted through 19 115 application and phone line, which allows citizens to get in touch with the City 24 hours a day.

For groups that are technologically excluded, the City's open-doors policy will be used as means of providing their feedback on GCCAP progress. As part of the open-doors policy, citizens may visit the Department of Air Protection and Climate Policy during dedicated hours.

More information on how existing City communication practices will be used for the GCCAP development purposes can be found in section 4.

8.2 Strategy of communication

The following table shows the engagement strategy and methods with the various stakeholders based on their identified roles. Meetings with all the stakeholders regardless of their roles and the use of social media platforms will enable reaching wider audiences.

Stakeholder Role	Strategy	Purpose of Strategy	Means of Communication ²	Who is responsible
Influencer	Inform and discuss the city strategy development	Get the influencers on board with the city strategy	Workshops Focus Groups Public exhibition Social Media	Consultant working group City working group

² Arup, Rockefeller Foundation, ACCCRN. *Toolkit for Successful Project Delivery: Project Implementation*.

Adviser	Consult	The Advisers' expertise is crucial to develop and shape the city strategy	Workshops Focus Groups Phone Calls Meetings	Consultant key experts
Facilitator	Inform	Provide ongoing communication as they can greatly influence the progress of the city strategy	Meetings Phone calls	Consultant working group City working group
Enabler	Collaborate	Enablers are key to drive the city strategy forward	Workshops Meetings Phone calls	Mayor Head of Steering Committee Consultant working group
Data Gatherer	Involve	Provide ongoing involvement since the data will be key to shaping the city strategy	Meetings Phone calls emails	Consultant working group
Data Provider	Inform	Provide ongoing communication since the data provided will be key to shaping the city strategy	Meetings Phone calls	Steering Committee Consultant working group
Decision maker	Inform	Provide on-going communication as they will influence the final decision making on the strategy	Meetings Formal sessions	Mayor Steering Committee

In addition to the above, the Consultant working group and City working group are responsible for reach out to and consult with the public and civil society groups. The means of communication could be via social media, press conferences, and other mass outreach activities.

8.3 Post-engagement communication

At regular intervals during strategy development and delivery, the Air Protection and Climate Policy Department which is responsible on the City site for developing the Project will feedback the findings of stakeholder engagement activities to the Mayor, EBRD, C40, the stakeholders themselves, statutory consultees, and the public to show how their input has influenced the strategy and to maintain a transparent process. It is important to keep stakeholders regularly informed on updates to the strategy. After the Project end the Arup Virtual Engage will be still available for some period of time (approx. 6 months).

9 Stakeholder engagement – next steps

Stakeholder Engagement actions aim to collect views from internal and external stakeholders on the environmental quality, urban planning, infrastructure development and climate actions.

Each stakeholder workshop will be announced via communication channels and the results will be analysed, considered and published in GCCAP deliverables.

10 Monitoring and Reporting

To track stakeholder engagement, Consultant will monitor progress of the Project with progress indicators and report it to the City and EBRD.

As the Project will be communicated online, one way to measure public interest is quantitative monitoring of number of views of social media posts and the number of ideas and comments uploaded to the virtual room as well as the number of emails sent to the GCCAP inbox as well as number of people and groups that participated. Quality assessment will be conducted using questionnaire after each workshop with questions such as What should be improved? What should be changed? Feedback will be used for improving organisation of next meetings.

Information concerning project progress as well as stakeholder participation will be presented in regular reports to the Steering Committee starting from the first workshop and discussed at internal videoconferences. In the final report, all comments from the Project will be collected in one table and included as an attachment.