

December 2021

ATKINS

Member of the SNC-Lavalin Group



Green City Action Plan

Final Report

Kyiv GCAP



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This document has 19 pages including the cover.

Document history

Job number:			Document ref:			
Revision	Purpose description	Originated	Checked	Reviewed	Authorised	Date
Rev 1.0	Final EBRD Report	DL	CC	SF	SF	17/12/21

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1. Introduction and Context

Atkins was appointed in April 2020 to engage with the City of Kyiv to develop a Green City Action Plan (GCAP). Atkins partnered with Bilfinger Tebodin to deliver on the expertise areas required by the GCAP. The GCAP was approved by the City Steering Committee on 22nd December 2021 and will follow the local process for adoption by the City Council in early 2022.

Figure 1-1: City of Kyiv



As this was not the first GCAP assignment that Atkins was partaking in, there were some lessons learned from other Cities which proved to be very useful for this project. However, there were still some specific challenges that were encountered on this GCAP development. Overall, the Atkins team and partners successfully delivered a multi-faceted sector analysis which was translated into a comprehensive action plan for the City. This was enabled by a strong collaborative approach and the buy-in from different stakeholders in the City.

This report aims to reflect on the process of Kyiv's GCAP development

and suggest potential future improvements to the Methodology based on the Consultant's specific project experience.

1.1. Purpose of this report

As per the Terms of Reference (TOR), within the final task of the GCAP for Kyiv, the Consultant is expected to:

- Reflect on the process taken in developing the GCAP;
- Prepare a Final report that identifies lessons learned for the production of the GCAP; and
- Discuss future improvements concerning the methodology.

To this end, the Consultant team is reflecting on the GCAP methodology and the Consultant's interpretation thereof, as well as the engagement of key stakeholders involved in the delivery process.

1.2. Structure of this report

The report is presented in three sections as outlined below:

- **Section 2:** provides an overview of **key stakeholders** and goes through each actor involved in the GCAP process, including City of Kyiv Administration, Consultant Team, Stakeholders, and EBRD, reflecting on their engagement in the process in order to identify lessons learnt for future GCAP deliveries;
- **Section 3:** details the **methodology and process** and goes through each of the GCAP steps identifying what worked well and what could be adjusted. It draws lessons learnt to improve future GCAP deliverables;
- **Section 4:** provides a **summary of our compliance with the final requirements** of Task 4, around support and preparation of City Administration for the subsequent stages of the GCAP; and
- **Section 5:** provides the summary of **recommendations and conclusions**.

Throughout the report, where the recommendations provided have been addressed within the new methodology, fully or partially, this has been highlighted in green or amber respectively.

2. Key Stakeholders

2.1. Section overview

An integral element for the success of the GCAP was effective stakeholder engagement and management. The stakeholders involved were fundamental for the sound development of the GCAP in terms of their input but also leadership and ownership in driving the process. Stakeholders were involved to varying degrees but were all engaged with from the start of the project, from the Kick-off meeting in the City. Stakeholders include:

- City of Kyiv Administration;
- Mayoral Office;
- Wider Stakeholders;
- Consultant team; and
- EBRD – local and HQ.

The sections below detail for each of the listed stakeholders, the main points of contact (PoC), the level of engagement and comms, lessons learned from engagement on this GCAP, and suggested recommendations (where appropriate).

2.2. City of Kyiv Administration

Actor including main points of contact
<p>Managed by the Kyiv Investment Agency. Key points of contact were:</p> <ul style="list-style-type: none"> • Roman Fil • Sviatoslav Didenko • Svetlana Kolomiets
Engagement and comms
<p>Overall, the City of Kyiv administration provided comprehensive and constructive input into the GCAP development process, within the confines of their internal structures. In particular we would put on record our thanks to Sviatoslav Didenko for his engagement and dedication throughout the project lifecycle. The operating structures of a large city such as Kyiv make the coordination of relevant internal stakeholders challenging, however Sviatoslav has worked incredibly hard to navigate these and find solutions to issues faced, and should be commended for this.</p> <p>At project start the City had not arranged the required internal structures required in Stage 1. of the GCAP Methodology. In particular, the allocation of a Green City Coordinator, Expert Group, or Steering Committee had not been instructed and as such no individual or group had been given clear direction and ownership of the process by the Mayor's office. This meant that the team was well not engaged with the consultants immediately at project inception, and this resulted in delayed and stalled mobilisation and limited support in the first four months of the programme. It was not until 10 months into the project contract timescale that these GCAP Teams were created by the city, following considerable time and resources from the consultant to explain and justify their purpose.</p> <p>However, once the GCAP Teams were created, the Coordinators and Working Group were deeply engaged and provided excellent feedback in the developing of the actions process. This contributed to produce a robust plan. This collaborative working relationship was created through bi-weekly meetings with the coordinators team, six working group sessions (average 20 attendees in each one) and specific sessions with representatives from each department.</p> <p>This level of engagement eased the approval's process in the following stages. However since finalisation of the plan, it has not been followed by forthcoming ownership and leadership into the implementation stage.</p> <p>Senior level guidance and leadership could have been provided by the city steering committee, however this group did not engage due to their own time constraints. The Mayor has been able to provide feedback and support to the plan at crucial stages.</p>
Lessons learned
<p>The City team must be identified and formalised before the consultant is contracted</p>

In large cities such as Kyiv, the bureaucratic processes of notification of departments and levels of approval to assign responsibility to the departments needed to support the GCAP can take considerable time to arrange. In this case, this process was not started and resulted in some significant delays to the project.
Preliminary deliverables were submitted but as no individual had been given clear direction to lead the project, and there was no working group or steering committee to direct technical queries, or review deliverables, the reports were not reviewed until at least five months after submission.
Recommendation
Early identification of a core project team, and clear ownership of the GCAP is crucial. This should be ensured for all future GCAPs before the consultant is contracted to start.

2.3. Mayoral office

Actor including main points of contact
Mayor Vitali Klitschko
Engagement and performance
Mayor Klitschko attended the Kick-off meeting, we feel this ensured a solid start to the programme set the tone for momentum to be maintained throughout. Despite a clearly busy schedule, the Mayor agreed to a further meeting with the working group and the consultant after the development of the shortlist stages were complete. This allowed the consultant to confirm that the environmental challenges identified by the GCAP process were aligned with perceptions of the Mayor's office, confirm that the targets were achievable and ambitious and to guide the development and selection of specific interventions which had political support to address the challenges. The meeting gave highly valuable context for the consultant team and the rest of the city officials and made sure that the draft GCAP was accepted by the City with minimal amendments to policy options and actions.
Lessons learned
Hands on involvement of the Mayor or a similarly senior member of the City Administration is crucial at many stages of the GCAP.
Recommendation
Future GCAPs would benefit for such action from the Mayor. To ensure this, the GCAP process should only begin once approval from the Mayor's office has been granted. The date of project start, and thus the consultant's contract, should align with this project start date.

2.4. Wider stakeholders

Actor including main points of contact
Multiple, cross sectoral institutions, organisations, City departments, CSOs.
Engagement and performance
Below lists all formal stakeholder engagement events, which have been supplemented by a large number of bi-lateral, targeted discussions between the local consulting team, City representatives and other stakeholders throughout the GCAP process: <ul style="list-style-type: none"> • Kick-off Meeting – August 2020 (36 attendees) • Technical Assessment presentation and working session – March 2021 (120+ registered, 106 attendees) • Stakeholder workshop for vision, strategic goals, targets presentation and prioritisation of options to be included in the GCAP – June 2021 (140+ registered, 118 attendees) • Draft Final GCAP presentation – November 2021 (170+ registered, 128 attendees). Stakeholder engagement mainly took place in several larger meetings where the consultant team presented work in progress and the stakeholders had the opportunity to provide feedback. In addition, the local team had numerous individual conversations with stakeholders and were generally available for any further questions or inputs throughout the project.
Lessons learned

The consultant set up early engagement with key stakeholders, with direct engagement with Bankwatch affiliates (ECO-DIA & Osokorky Eco Park) to obtain feedback from key stakeholders outside of city management. These stakeholders have already an important involvement in a specific environmental issue and used this opportunity to make themselves heard. We learnt that having their views and opinion from the start provided an honest rapport that produce constructive feedback. As a result we received letters from them of support.

The consultant also took action to contact specific organisations related to a specific sector that are developing an important plan for the city (e.g. U-Cycle and their cycling infrastructure plan). As a result of the meeting, better and more comprehensive information about the city plans and situation that would not be understood without that direct engagement.

Stakeholder events and workshops were on the whole well attended, however some attendees were more active and contributed more than others. This is not surprising in public fora. Alternatives to public workshop events provided a varied platform for feedback. For example, during the development of the Actions, direct engagement with key individuals and organisations allowed for more open and honest discussion, and the provision of detail technical input, that would not have been possible in a workshop environment.

Throughout the process, some stakeholders struggled to comprehend the objective lead planning approach of the GCAP methodology. Where possible the consultant team presented the methodology at each Workshop event, feedback and comments on deliverables covered topics or processes not aligned to the GCAP, or outside of its intended purpose. In other cases, without reference to the deliverable requests for certain actions were made to support vested or pre-existing interests, rather than in line with the GCAP process. This is unavoidable while working with wider stakeholders and the consultant provided consistent responses to all these comments.

Recommendation

Identification of previously established NGOs with current issues within the city to provide feedback about current challenges. Organising direct contact will help to a smooth development of the GCAP, as this kind of organisation are usually the most vocal to express their concerns.

Where appropriate, digital tools for further on-going engagement with stakeholders could be explored, such as web-based voting polls or feedback channels.

The creation of a dedicated GCAP space on the City website would allow space for updates, messaging, progress reports and invitations/notifications of stakeholder events to be hosted and widely publicised.

2.5. Consultant team

Actor including main points of contact

Atkins – Steven Fraser, David Lennox and Carlos Caro

Local expert leads –Natalya Denisenko and Oksana Cherinko were supported by a team of local specialists and a SEA Developer.

Delivery and performance

The international consultant team and local experts worked well and engaged on a continued basis with the City and key stakeholders on the project.

The consultant team developed a good working relationship with the working group that help to create the shortlist of actions and speed up the process of creation of the GCAP.

Throughout the project lifecycle Atkins ensured constant presence and consistency of project management and support staff. This ensured that even in light of possible annual leave, conflicting workloads and covid related absence, the project was managed consistently and the EBRD had clarity of project management and leadership.

The consultant instigated concise weekly update emails to provide a continuous, tracked progress against deliverables. This was shared with the wider consultant team, and key City and EBRD officers to ensure clarity for all. The pandemic forced changes in this GCAP that the consultant took as an opportunity to improve the delivery of the project where possible. This included incorporating new techniques not included in the TOR or previous GCAPs, and is summarised in chapter 3.

Lessons learned

The TOR named at least 13 key experts to form the team. While it is acknowledged that the GCAPs are multi-sectoral and require a broad spread of specialisms, the confines of the budget mean that available consultancy time can

become spread too thinly over too many individuals and management, coordination and consolidation of inputs requires considerable additional resource.

Where possible, Atkins rationalised some of the roles and allowed certain individuals to undertake two roles, thus driving efficiencies and concentrating knowledge, ownership and engagement into a core team.

Recommendation

We would recommend that the flexibility to combine roles (within reason) to suitably qualified individuals is clearly outlined in the TOR.

2.6. EBRD

Actor including main points of contact

EBRD Resident Office in Ukraine – Mark Magaletsky and local team

EBRD Green Cities Kyiv project team – Anvar Nasritdinov

EBRD Green Cities project team (London) - Hiroyuki Ito, Nigel Jollands

Engagement and performance

Communication with EBRD has been streamlined through the London office Hiroyuki Ito and Nigel Jollands, while coordination of implementation schedules and liaison with the beneficiary City has been coordinated with the Operational Lead, Anvar Nasritdinov.

Throughout the project the EBRD OL provided solid input and challenge to the City team and consultant team to ensure the GCAP was driven forward, of high quality and acceptable to all involved parties. Anvar not only helped to keep the focus of the GCAP within the timeline, but also provided valuable insight about the workings and culture of an organisation such as the city of Kyiv. During our weekly calls the consultant and Anvar was able to take action before any issue become a problem.

However, locally based support from the EBRD Resident Office in Ukraine was limited. Due to travel restrictions, additional local input and involvement could have provided much needed contextual information, insight and support to address the issues faced.

The strong presence of EBRD HQ staff at the Kick-off meeting ensured the project gained momentum from the outset. Throughout the project the EBRD HQ team provided excellent advice, challenge and facilitation support to the project team. The ability to coordinate outputs and responses was a great help to the consultant, and their presence at the Kick-off meeting provided a strong foundation for the project start.

Challenges/ Lessons learned

The review of deliverables by EBRD technical specialists and local office staff produced some constructive comments on each of the pieces of work produced. However, their involvement during workshops or capacity building exercises was in many cases only presentational, without adding their technical expert input that would have benefitted the client and stakeholders. The involvement and demonstration of continued commitment to the GCAP development would have supported the process.

Additionally, HQ staff may have benefited from first-hand experience of the GCAP process in Kyiv and gained awareness of progress and any emerging issues, themes or trends which would smooth the internal review process for the Bank.

Recommendation

The efforts of the Anvar are very much acknowledged as they were integral for the success of this GCAP development. Potentially increased level of involvement of EBRD staff in some of the public events would further demonstrate and cement their hands-on and participatory approach to the development of the GCAP, thus maintaining the momentum and gravitas gained at the Kick-off meeting. Moreover, an induction for local bank staff before the start of the process on the GCAP development would help streamline and kickstart the projects more smoothly.

3. GCAP development process

3.1. Section overview

This section details the methodology and process of the GCAP development. It examines the main GCAP deliverables and associated steps identifying what worked well and what could be adjusted based on specific comments from the Consultant's experience undertaking this project. It draws lessons learnt to improve future GCAP deliverables.

Overall, it should be noted that this process was actually refined and moulded through the development of the Kyiv GCAP based on the evolving challenges faced at the time. Specifically, adaption of the project to remote delivery due to COVID-19 restrictions on international travel and public gatherings.

COVID-19

Covid-19 presented a significant challenge to engagement and delivery of this commission. While the local experts could still have face to face engagement whenever it was possible, the international team had to develop the plan in a remote basis, trusting the local team and the city working group to provide insight about the city.

The pandemic forced changes in this GCAP that the consultant took as an opportunity to improve the channels to work as a team. The consultant team engaged and worked together remotely, embracing online portals and tools for meetings, deliverables and external engagement.

The pandemic situation also changed the usual stakeholder engagement aspect of the GCAP development, providing further focus in online tools. Workshops and targeted engagement sessions were enhanced using polling, questionnaires, breakout group functions and supported by our local expert team of translators and technical support staff. While there is also an additional value to meetings face-to-face, the online tools allowed for better management of time.

3.2. Detailed process comments and recommendations

The development of the Kyiv GCAP can be divided into two distinct periods

- Period 1 – April 2020 to February 2021 – Limited City ownership
- Period 2 – March 2021 to December 2021 - Accelerated implementation

3.2.1. Period 1

Period 1 covered the first 11 months of Atkins' contract and can be characterised by the considerable lack of commitment to and ownership of the GCAP from the Kyiv City Administration. Throughout the period the consultant and EBRD worked to engage with the city and progress the programme however none of the GCAP Teams and Institutional Structures outlined in the method (Coordinator, Expert Group, or Steering Committee) had been established or given responsibility. As per the methodology, this is a pre-requisite "step before developing the action plan", detailed in the Prepare and Organise stage. As the GCAP is effectively a City document, developed with support of the consultant, this minimal ownership and commitment limited progress significantly and consequently made certain aspects of the GCAP impossible to implement. For example the second stakeholder workshop regarding Prioritisation of the Environmental Challenges is scheduled for month 5 in the Terms of Reference (TOR). However, this could not take place until Month 11.

Where possible the consultant team undertook their assigned tasks and developed draft deliverables, but could not address data gaps, conduct official interviews or obtain validation on assessment and findings during Period 1. During this period only two deliverables (Inception Report and Stakeholder Engagement Plan) could be drafted in full, and neither were approved by the city.

Table 3-1: Overview of delivery in Period 1

Report/task	Comments on deliverable	Recommendations
Inception report Drafted – June 20 Approved – Feb 21	<p>Draft and final versions developed and submitted within two months. This included all aspects required within TOR such as:</p> <ul style="list-style-type: none"> • Project plan; • Stakeholder engagement plan; • Confirmation of consultant team; • Confirmation of approach; • City council approval process; • Budget incorporation; and • SEA procedures and delivery of SEA report <p>However, while the official start date of the project was <u>April 2020</u> the City GCAP Teams (Green City Coordinator, Expert Group, Steering Committee) were not identified and officially assigned roles until <u>February 2021</u>. This resulted in an absence of ownership, leadership and accountability from the city for their own Plan. This effectively paused the project and significantly delayed the following milestones:</p> <ul style="list-style-type: none"> • Launch event postponed until August 20 • Submission of official data requests to national agencies – Sep 20 • Workshop #1 and initial stakeholder engagement – Nov 20 • Approval of inception report - Feb 21 • Receipt of available indicators data held by city – Feb 21 • Review of draft Technical Assessment Report – Feb 21 • Review of draft External Framework Report – Feb 21 • Holding stakeholder engagement WS#2 (Prioritisation of environmental challenges) – March 21 	<p>Early formation of a core project team, and clear ownership of the GCAP is crucial. This should follow the methodology and arrange for a GCAP Coordinator, Steering Committee and Expert Group. Without which the project cannot progress.</p> <p>This should be ensured for all future GCAPs before the consultant is contracted to start.</p>

3.2.2. Period 2

Period 2 saw the creation of the GCAP teams, and a considerable shift in momentum of the programme. Starting with the agreement to host Workshop #2 in mid-March and the ability for the consultant team to engage with City Department experts and officially with municipal enterprises and wider stakeholders, Atkins produced and finalised the bulk of the GCAP project (and deliverables as per the TOR) within seven months. Based on initial tasks and background work conducted by the consultant in absence of city support, the outstanding deliverables could be drafted in full and were done so as quickly and efficiently as possible. As a result the Indicators Database, Technical Assessment Report, External Framework Report and Prioritisation of challenges were completed within three months (in line with original TOR timescales). Following this, the Vision, Goals, Targets, longlist and shortlist, and final GCAP actions sections were developed in detail and approved by the Mayor within three months over the summer period. Finally, the approved shortlist (developed on close collaboration with working group members) was drafted into the GCAP within 6 weeks and submitted for public consultation in November 2021, in line with national SEA procedures.

Table 3-2: Overview of delivery in Period 2

Report/task	Comments on deliverable	Recommendations
External framework report Drafted - Oct 20 Approved – May 21	Due to the wide-ranging topics required for the EFR, the City requested extensive engagement and amendments for comprehensive referencing of all City activities. For a city of Kyiv's size this resulted in a considerably large document, requiring a range of reviews and edits by the Working Group	Clarify the purpose of the EFR and how it is to intended to inform the development of the GCAP, rather than form a record of all initiatives previously and currently undertaken by the city.
	The TOR indicates that the EFR should be submitted within eight (8) weeks of project start. Due to the complexity and sensitivity of the nature of this deliverable, eight weeks is not achievable.	We recommend that the EFR deadline should be extended and incorporated into a wider Baseline deliverables package including the TAR, EFR, ID and prioritisation as a whole.
Indicators database Drafted – Oct 20	The team used publicly available data where possible, however, this was not comprehensive enough to complete the ID sufficiently. Limitations to official support from the city for engagement with national bodies and stakeholders slowed completion of the ID. By undertaking considerable additional stakeholder engagement in early 2021, the consultant team was able to source data for 87 of the indicators (84% of core indicators). However clear gaps within the datasets were observed. Most particularly data for Soil Quality and Biodiversity was not collected in the relevant format, and the consultant team was unable populate these sections of the indicators database. As such, Data Collection formed a	Correct assignment of a GCAP Officer ahead of project start would guarantee ownership and data gathering responsibility within the administration. It would also ensure gaps are identified and data requests submitted in a timely manner.

Report/task	Comments on deliverable	Recommendations
Approved – May 21	key strand of our plan and was formalised into an Action within its own right in the action plan.	
	<p>The size and nature of the ID tool was seen to be daunting on first review by many stakeholders.</p> <p>The use of an offline excel tool can quickly become corrupted and lost as staff are replaced. Instead, hosting the ID on an online platform would improve accessibility and allow for improved inputting of data from both consultant teams and the City over time.</p>	<p>An online tool will allow for greater transparency and early familiarisation with the indicators for stakeholders in the city.</p> <p>An online tool would also allow for improved tracking of performance at Monitoring & Evaluation (M&E) stage by all parties</p>
Technical assessment report Drafted – Feb 21 Approved – June 21	<p>The Technical Assessment and Prioritisation Report formed the third and fourth main deliverables.</p> <p>Due to rationalisation of the method, these two deliverables were able to be done at the same time.</p> <p>Workshop #2 held in March 21 following assignment of GCAP Officer, Working Group and Steering Committee</p> <p>Consultant helped City to create a dedicated webpage, FB page, and targeted questionnaires to raise profile of the GCAP and obtain wide stakeholder engagement in the absence of public events due to COVID limitations</p>	<p>The continued use of digital online tools such as surveys and questionnaires available to wider audiences would support greater understanding of public and stakeholder perceptions of challenges, and thus their own prioritisation.</p>
Prioritisation sections of the GCAP Drafted – Apr 21 Approved – June 21	<p>Data gaps for certain sectors meant that expert assessment was required to assign challenge level and prioritisation. On the whole, this approach was validated by stakeholders.</p>	

Report/task	Comments on deliverable	Recommendations
Vision and objectives report Drafted – Apr 21 Approved – June 21	<p>As observed in previous GCAPs some stakeholders understood the strategic nature of the GCAP, while other could not appreciate the connection between Vision, Goals, Targets and Actions. Many stakeholders looked to move directly from challenge to action identification.</p> <p>As such, the workshop #3 to present Vision etc, was combined with workshop #4 (actions – see below) for efficiency and to avoid confusion amongst stakeholders.</p>	<p>Report produced also followed this approach so stakeholders could see whole process of objective led planning, rather than just a series of strategic concepts with no recommendations to address the challenges.</p> <p>Feedback strongly suggested that presenting the Vision, Goals and Targets without any recommendations would not be accepted by stakeholders.</p> <p>Therefore these Visioning and Action sections of the method should be combined.</p>
	<p>The Vision and Objectives section developed:</p> <ul style="list-style-type: none"> • One guiding Vision for the whole GCAP; • One Key Strategic Objective for each sectoral topic are developed; and • Multiple Targets (based on the existing indicators database) within each sectoral topic area which build towards the strategic objectives 	<p>Targets were chosen from the Indicators Database to reduce the administrative burden on the City for ongoing data collection and monitoring. It was not deemed sensible to add further indicators to their monitoring requirements.</p>
Policy options and actions Drafted – Jun 21 Approved – Sep 21	<p>Level of detail of options: It was occasionally hard to strike a balance between a range of strategic level identification of actions and policies, and highly in-depth, focused action for each sector and sub-sector.</p> <p>Some stakeholders understood the strategic nature of the GCAP in so much as it identifies priority areas for intervention, with targeted projects indicating potential scope.</p> <p>While others expected a detailed full feasibility review of small-scale schemes to be completed for every potential action. This is not possible at this stage of project identification.</p>	<p>It is recommended that the GCAP should not be considered as a strict policy document which must be adhered to and formally adopted and implemented in its entirety. It should be clearly badged as an “infrastructure and policy gap assessment” rather than an “investment plan”, with recommendations for possible investment supporting project preparation in line with ongoing initiatives.</p> <p>Once gaps are identified, it would be necessary to undertake a more detailed feasibility plan.</p>

Report/task	Comments on deliverable	Recommendations
		No minimum requirements or expectations should be set for implementation of measures. This approach will possibly improve the perceptions of the multiple stakeholders and further engage them.
	<p>Shortlisting - Following the creation of a shortlist of actions, the detailed pro-formas were developed with considerable input from Working Group members.</p> <p>Instead of a further one-off workshop, a wide range of bilateral engagements were held. This included city depts, municipal companies, and civil society</p> <p>Face to face meetings with the Mayor were invaluable at this stage to obtaining this political approval, for both the options, and the final GCAP itself.</p>	No need to hold a further workshop to develop shortlist actions in detail in a group setting. This aspect is too technical and cannot be done in a large workshop format. Targeted, in-depth bilateral engagement is far more productive.
<p>Draft GCAP including SEA</p> <p>Drafted – Oct 21</p> <p>Approved – Nov 21</p>	<p>Developed in draft following the development of the Policy Options and Actions section, the Draft GCAP approval by the Working Group was done quickly, as the Working Group were so heavily involved with its creation.</p> <p>However comprehensive translation and proof reading requires considerable time and resources.</p> <p>Following development the Draft was publicised, and presented publicly. In line with national SEA procedures 30 days was given for public comment.</p>	Strong support from political decision makers is essential for the GCAP development, and should be sought and guaranteed ahead of project start and at agreed intervals. This ensured that once detailed actions were developed, they were quickly approved by the City.
	Throughout the project lifecycle there was confusion throughout the city and at national ministry level as to whether an SEA is required for GCAPs in Ukraine. Following conflicting advice over a number of months, Atkins decided to conduct an SEA to reduce any exposure to the project.	Early investigation by EBRD of the requirements of SEA for GCAPs in host countries should be undertaken. The RO could advise based on experience of previous project and strategy development and implementation, ahead of contract signing.
Final GCAP	Approval process - In the case of Kyiv, the time required to develop a robust GCAP and then go through the required approval process is greater than the consultant's contract period.	If formal support is needed for the official Approval Process, the consultant's contract should be extended in duration. Depending on

Report/task	Comments on deliverable	Recommendations
<p>Drafted – Nov 21</p> <p>Approved – Dec 21</p>	<p>Therefore, it is not possible to realise GCAP Approval within the timeframe of the consultant's contract.</p>	<p>the requirements for City approval, the budget may also need to be increased to provide ongoing support over longer term.</p> <p>It should be stressed however, that approvals should remain the responsibility of the City team, who should have experience with navigating approvals for previously developed documents.</p>
<p>Capacity building sessions</p>	<p>Capacity building sessions focused on three topics:</p> <ul style="list-style-type: none"> City responsibility for GCAP implementation Funding and financing Monitoring and evaluation <p>Through understanding of the City's technical capability gained throughout the project, it was not deemed necessary to undertake any capacity building on technical aspects of recommendations.</p> <p>Instead it was assessed that the City team (including departments responsible for many services related to the GCAP) did not have full appreciation of the whole programme, particularly the stages following production of the document and the consultant's departure. It was determined that providing clarity on the following stages of the programme was essential.</p> <p>Therefore, we presented, and offered support for the remainder of our contract, on the upcoming stages of the Green City process, and the future responsibilities of the City.</p>	<p>Capacity building events could be staggered across the whole GCAP deadline, to provide iterative support to City project teams to manage the process and prepare for the next stages.</p>

4. Finalisation of Task 4: Preparation for final report for the EBRD

4.1. TOR requirement

Task 4 in the TOR is the final task of the project and hence this report is the final deliverable. In the final report, the Consultant is expected to reflect on the process taken in developing the GCAP. The TOR states that this task will be deemed successful if:

- All reasonable efforts have been made by the consultant to ensure the GCAP's approval by the Kyiv City Council;
- The City's administrative structure reflects clear responsibilities for implementation and monitoring of the GCAP; and
- The GCAP clearly lays out the implementation plan for achieving at least 50 percent of all verifiable targets specified in the Action Plans.

4.2. Compliance with TOR requirement

To demonstrate compliance, each of these requirements has been addressed in turn in the table below:

Table 4-1: Task 4 completion

Requirement	Compliance
All reasonable efforts have been made by the consultant to ensure the GCAP's approval by the Kyiv City Council	<p>Throughout the development of the shortlisted actions and the GCAP itself, Atkins has convened frequent engagement sessions with the Expert Group to obtain and reconfirm their approval of the report.</p> <p>Added to this, on finalisation of the Shortlist, a meeting was arranged with the Mayor to obtain his review and feedback first hand. This was achieved with only one minor comment and full engagement and acknowledgement of the actions described by the Mayor's office¹. This in turn provided the strongest indication of political approval support to the rest of the city.</p> <p>To support in this, the Consultant has agreed to provide additional support to answer queries and guide the city as part of the formal council approval process.</p>
The City's administrative structure reflects clear responsibilities for implementation and monitoring of the GCAP	<p>As part of the capacity building session we presented the requirements of implementation of the GCAP programme. This focused on the requirements of Monitoring and Evaluation. The M&E chapter of the GCAP sets out an institutional structure for the GCAP implementation and assigns responsibilities to designated roles as illustrated in Figure 1-2, covering:</p> <ul style="list-style-type: none"> • The GCAP co-ordinator; • MRV Focal Points; • MRV Experts; and • Data Collection Experts. <p>During the meeting with the Mayor in September 2021, Natalya Melnyk was assigned as the Owner of the GCAP Implementation.</p>

¹ https://kyivcity.gov.ua/news/vitaliy_klichko_proviv_onlayn-zustrich_iz_fakhivtsyami_yebrr_ta_komandoyu_konsultantiv_ATKINS_schodo_planu_diy_zelene_misto_dly_a_kiyeva/

Requirement	Compliance
	<p>As part of the final capacity building session, Atkins have completed the IMP & PMP excel tools and handed these over to the city for their reporting. The City has committed to engage with their own leads once the GCAP is approved to take these tasks forward and have acknowledged ongoing support from the EBRD.</p>
<p>The GCAP clearly lays out the implementation plan for achieving at least 50 percent of all verifiable targets specified in the Action Plans</p>	<p>The GCAP has been developed in close collaboration with the City and its relevant departments, and following the prioritisation exercise, the long list of over 80 options was sifted down to 21 packaged actions.</p> <p>We are confident that the actions recommended are well aligned with City, Mayoral and EBRD priority areas, and as such will attract the required cross-sectoral, multi-party support needed for implementation.</p> <p>In annex C the measures are divided into Policy – Pre-Investments and Investments to allow to clear understanding of all the aspects requirement for their implementation. Due to the clear sub-tasks and costings associated, the consultant is confident that the costs are realistic and in line with City and National level expectations. In addition, the breadth of options at differing funding scales allow for the involvement of many actors and financiers to ensure suitable funding is sought to allow for implementation.</p>

5. Conclusions and recommendations

5.1. Conclusions

In conclusion, it is important to state that the City team should be commended for the consistent support and hard work in delivering this GCAP. The City Coordinators were engaged and proactive where possible which was a key factor in the ultimate success of the project. The Kyiv GCAP was finalised and approved by the Steering Committee on 22nd December 2021 and Atkins has agreed to provide limited support to the City going forward and will use this to support themes presented in the capacity building sessions.

COVID-19 presented a significant challenge to project implementation, but new ways of working, engagement methods and a collaborative approach helped to mitigate these challenges. Many of the alternative practices used will be carried forward into future commissions to supplement traditional approaches.

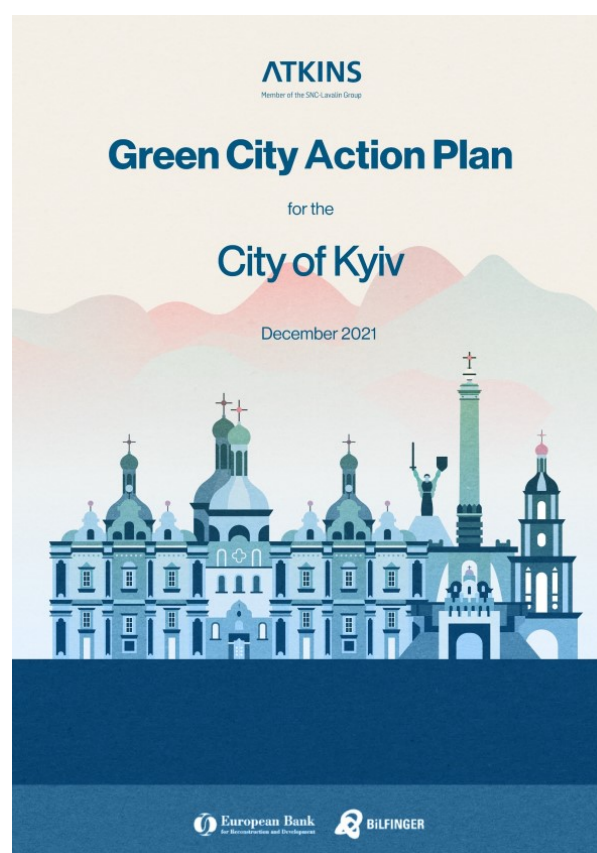
5.2. Recommendations

Throughout this report we aimed to provide recommendations that may help with the future refinement and development of the GCAP process in other cities. This was done through a detailed focus on the stakeholder engagement and management as well as a focus on the GCAP development process with all the outputs and steps along the way. Overall recommendations on the process are listed below:

1. Our main recommendation would be for the **City departments and teams to be given prior notice of the start of the GCAP**, and be given suitable time to prepare. **Only then should the consultant be engaged** and begin their contracted obligations. This will help ensure buy-in but also help with the timescales for delivery.
2. **Strong support from political decision makers is essential** for the GCAP development, and **should be sought and guaranteed ahead of project start and at agreed intervals**. This ensured that once detailed actions were developed, they were quickly approved by the City.
3. The GCAP should not be considered as a strict policy document which must be adhered to and formally adopted and implemented in its entirety. It should be clearly badged as an **“infrastructure and policy gap assessment” rather than an “investment plan”**, with recommendations for possible investment supporting project preparation in line with ongoing initiatives.
4. **Need to clarify the purpose of the External Framework Report** and how it is to intended to inform the development of the GCAP, rather than form a record of all initiatives previously and currently undertaken by the city, irrespective of their applicability to the GCAP.
5. The **continued use of digital online tools such as surveys and questionnaires** available to wider audiences would support greater understanding of public and stakeholder perceptions of challenges, and thus their own prioritisation.

Finally, the Consultant team has further built on the knowledge and experience portfolio of GCAP development with this GCAP for the City of Kyiv. Atkins is very proud to have led the Consultant team delivering this successful GCAP, and effectively working and collaborating with the multiple stakeholders.

Figure 5-1: Final GCAP Report





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