EBRD GREEN CITIES

**Stakeholder Engagement Guidance
for Green City Action Plans**

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European Bank
for Reconstruction and Development

Contents

About the EBRD

Founded in 1991, the European Bank for Reconstruction and Development (EBRD) is a multilateral development bank that promotes market economies in the regions where it invests, from central Europe to Central Asia, the Western Balkans and the southern and eastern Mediterranean region.

The Bank's investments and activities target reforms and restructuring aimed at improving the efficiency of the regions' markets and economic operations. Under its founding agreement, the EBRD is also committed to promoting "environmentally sound and sustainable development".

In recent years, environmental objectives have gained critical importance in the Bank's strategies and operations. In 2020, the EBRD launched the Green Economy Transition (GET) 2.1 approach to help build low-carbon and resilient economies. The approach sets an ambitious target for the Bank to achieve a green finance ratio of over 50 per cent of the Bank's annual investments by 2025.

Abbreviations

Abbreviation	Definition
CSO	Civil Society Organisation[1]
EBRD	European Bank for Reconstruction Development
GCAP	Green City Action Plan
ToR	Terms of Reference
SEP	Stakeholder Engagement Plan
KOM	Kick Off Meeting
NGO	Non-Governmental Organisation

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[1] For the EBRD's purposes, civil society includes non-governmental organisations (NGOs), policy and research think tanks, social movements, labour unions, community-based organisations, women's groups, business development organisations and other socio-economic and labour-market actors, including individual activists (https://www.ebrd.com/who-we-are/civil-society-overview.html)

Stakeholder Engagement Guidance for Green City Action Plans

1 Introduction

1.1 Background

EBRD Green Cities helps cities build a more sustainable future. The Green City Action Plan (GCAP) is the fundamental tool that supports cities to take a systematic approach to addressing urban environmental challenges.

The GCAP is developed by the City with the support of consultants following a defined EBRD Methodology, which integrates engagement and consultations with local stakeholders at key steps. Stakeholder engagement is also expected to be integrated into the lifecycle of sub-projects (Green City actions) developed under the GCAP.

1.2 Purpose of this document

EBRD-financed projects are expected to be designed and operated in compliance with good international practices relating to sustainable development. To help clients and their projects achieve this, EBRD defined ten performance requirements covering the key areas of environmental and social issues and impacts. Stakeholder engagement and information disclosure as part of the GCAP must be consistent with this EBRD Environmental and Social Policy, in particular Performance Requirement 10 on Information Disclosure and Stakeholder Engagement.

Building on EBRD's Environmental and Social Policy, specific requirements for stakeholder engagement as part of the GCAP development are defined within the GCAP Methodology and the Terms of Reference (ToR) for the consultants.

This Stakeholder Engagement Guidance has been prepared in support of these documents to:

- Outline the Bank's minimum expectations in relation to stakeholder engagement during the GCAP development
- Provide practical guidance to cities and consultants on integrating stakeholder engagement throughout the development of the GCAP
- Provide additional recommendations for good practice
- Allow flexibility in its approach, recognising that stakeholder engagement activities should be tailored to the context and needs of each individual city.

2 Roles and responsibilities

2.1 City

Stakeholder engagement remains the responsibility of the City, as the ultimate owner of the GCAP and as the holder of stakeholder relationships throughout its implementation. Engagement with local stakeholders necessitates having dedicated and adequate resources in place. Therefore, the City should designate an accountable person for stakeholder engagement, for example a member of the GCAP steering committee.

Ideally, this person should have authority to make decisions related to such engagement, e.g. approving the Stakeholder Engagement Plan (SEP); establishing contacts with key stakeholders; representing the City at engagement sessions and potentially continuing stakeholder engagement post GCAP approval.

2.2 Consultant

The Consultant is expected to support the City on all aspects of stakeholder engagement throughout the GCAP development. The Consultant is ultimately responsible for ensuring that stakeholder engagement is integrated into the GCAP process and that the feedback from stakeholders is considered within the GCAP itself. The requirements of the Consultant are detailed within the ToR.

A dedicated stakeholder engagement expert leads the planning and organisation of stakeholder engagement activities from the Consultant's side. This position requires a good understanding of the contextual risks and affected communities as well as capability to engage in a culturally appropriate manner.

Depending on the capacity and experience of the city, the level of support from the Consultant will vary. For example, cities with more mature stakeholder engagement processes may require administrative and logistical support but less technical assistance to carry out such engagement. Cities with less experience and/or capacity may need more support, while city participation and leadership of the engagement process will still need to be encouraged.

The Consultant shall aim for a gender diverse team in the planning and implementation of engagement activities to ensure women's needs are given sufficient attention.

2.3 EBRD

The EBRD closely accompanies the GCAP stakeholder engagement process. The Bank will review the SEP and provide feedback on the content. The Bank will also participate in stakeholder engagement sessions as appropriate and use the EBRD Green Cities website to disclose key documents and information about stakeholder consultations as outlined later in this guide.

3 Stakeholder Engagement within the GCAP Process

Stakeholder engagement is a critical part of the GCAP process. Throughout the process, engagement and communication with local organisations and citizens aims to build trust and a mutual knowledge and understanding of local challenges and opportunities. This is beneficial for all involved parties to develop a GCAP that is developed and owned by the cities and its citizens. Furthermore, engagement needs to build on openness and transparency to resolve potential issues related to the GCAP.

Stakeholders may be engaged in multiple ways, for example, as members of, or consultants to, the GCAP team or related working groups; through a parallel stakeholder group that works with the core team; or through stakeholder forums and workshops organized throughout the process. The design of stakeholder involvement should be outlined in detail for every GCAP, and the roles of stakeholders should be explored and defined in consultation with them.

3.1 Stakeholder engagement plan

Consistent with Step 1.6 of the GCAP Methodology, the Consultant will develop a SEP.

The SEP summarizes the overall approach to stakeholder engagement and serves as a steering document for engagement activities. The SEP will help the City engage and communicate with stakeholders and ensure that the GCAP process is inclusive.

The SEP outlines:
- Stakeholder identification and their interests, concerns and role in the GCAP (cf. chapter 3.2 of this guidance note)
- Timeline of planned consultations and engagement activities (3.3)
- Engagement methods (3.4)
- Information disclosure, feedback mechanisms and monitoring (3.5)
- Regulatory framework (3.6)
- Existing city engagement practices (3.7)

The city should make the SEP publicly available as it provides stakeholders with important information on how they can be engaged in the GCAP development process.

In line with the GCAP Methodology, a complete SEP shall be developed at the end of Task 1 as part of the Inception Report.

SEPs shall be developed in the majority language of the City and municipality and other languages (as considered as appropriate depending on stakeholder needs and/or legal requirements) and English.

The SEP is intended to be a live document, which is updated as necessary throughout the development of the GCAP, to take into account the results of past stakeholder engagement, the effectiveness of applied engagement methods and opportunities for improvement. The Consultant should consider updating the SEP after each engagement activity or at key steps e.g. after prioritisation of environmental challenges, if necessary.

3.2 Stakeholder identification and their interests, concerns and role in the GCAP

Stakeholder Identification and Analysis is needed to identify the key stakeholders and their knowledge, interests, positions and importance as it relates to the GCAP. This will allow focussed

stakeholder engagement, more effective interactions and prevent lack of access to information and/or potential misunderstandings. This first step should determine who to engage with and how.

Identification [1] of stakeholders should be a multi-disciplinary effort led by the Consultant team (with strong reliance on local knowledge) but with substantial input from the City, including from a range of departments. Initial identification should result in a wide list of potential stakeholders, which can be further refined through analysis and prioritisation.

In general, relevant stakeholders include people/groups/organisations:

(1) who can influence the decision making of the GCAP and implementation of actions
(2) who are likely to be affected by the GCAP and actions (directly or indirectly), and
(3) who have an interest in the GCAP

Relevant stakeholder may include municipal departments; representatives from regional and/or national governments; public companies; business associations and private infrastructure and service providers; local academia, think-tanks and research institutes; civil society organisations; international and bilateral development agencies; local communities and individual citizens.

A gender-sensitive approach reflecting different needs and priorities according to gender has to be applied. Stakeholder identification should make efforts to identify groups representing women (such as women's organisations, including both men and women representatives), but also to identify women in various roles who could be part of the discussions held during the process. This approach will ensure that gender perspectives are included in the discussions (*the what*), but also in the participation (*the who*).

As part of stakeholder identification, additional efforts need to be made to identify groups who may be considered vulnerable or hard-to reach, i.e. who are less likely to be able to participate in standard engagement activities, e.g. ethnic or other minorities; internally displaced persons; 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. Identifying organisations who represent such stakeholders can be a useful way of ensuring they are included in the engagement process.

Analysis [2] of identified stakeholders should be undertaken to determine to what extent they 1) could be affected by the GCAP, 2) have an interest in it and/or 3) can influence the GCAP development process. This analysis should range from those stakeholders integral to the development of the GCAP and with jurisdiction over the GCAP's sectors, to stakeholders affected by municipal management decisions yet with limited interaction with decision-making processes. The analysis should also identify community champions, being key people, organisations and enterprises in the city that actively promote Green City initiatives relating to specific sectors or environmental concerns.

The Consultant should conduct a stakeholder mapping to identify key individuals, representatives and organisations, and to gain a clear understanding of their needs, interests, sphere of influence and potential role.

Prioritisation/Categorisation [3] of stakeholder groups and the individual stakeholders within each group should be carried out to determine the level of engagement.

Prioritised stakeholders should represent multiple sectors, disciplines, and areas of expertise (including local knowledge).

For example, NGOs may be identified as a priority stakeholder group, but further prioritisation within the NGO community can be useful to identify sector or issue focussed NGOs. These may be actively engaged during the prioritisation or objective setting phases, while more general NGOs are kept informed of the process and invited to comment at a later stage e.g. during the public disclosure phase.

There exist several tools that can be used for categorisation and prioritisation of stakeholders, such as spreadsheet based tools; grids; or the Institute for Public Participation's Spectrum of Participation[2], which can assist with determining the level of engagement (Figure 1). In addition, EBRD together with other Multilateral Financial Institutions prepared a joint publication[3] on meaningful stakeholder engagement that contains advice and good practices on stakeholder identification, analysis and engagement.
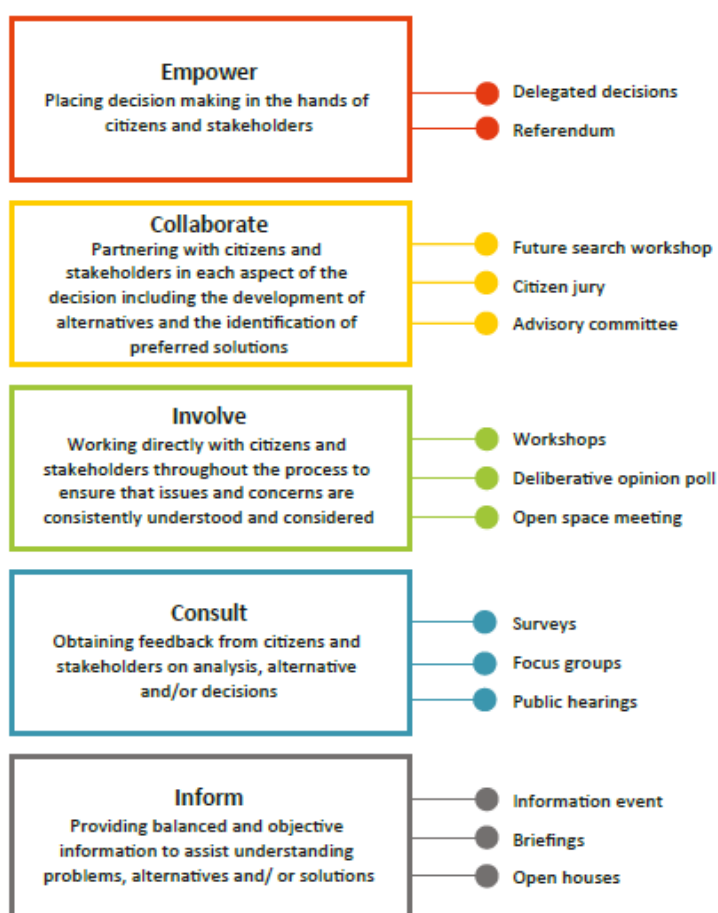
Figure 1 - Levels of Involvement of Stakeholders and Example Engagement Tools[4]

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[2] https://www.iap2.org/resource/resmgr/pillars/Spectrum_8.5x11_Print.pdf

[3] Meaningful Stakeholder Engagement: A Joint Publication of the Multilateral Financial Institutions Group on Environmental and Social Standards: meaningful-stakeholder-engagement.pdf

[4] Rupprecht Consult (2016, SUMP Participation Guidance https://www.eltis.org/resources/tools/sump-participation-kit) Adapted from International Association for Public Participation

3.3 Timeline of planned consultation and engagement activities

Consultation is an active two-way communication process, in which stakeholder views are captured, documented and considered. For stakeholder consultation to be meaningful, the project team must plan and invest sufficient time for its organisation, implementation and follow-up.

Consultation should:
- Begin early in the GCAP process
- Be based on timely information disclosure
- Be respectful, free of intimidation, coercion and confidential if requested
- Be culturally appropriate and inclusive (regardless of their gender, place of birth, age, sexual orientation, disabilities or other circumstances[5]), with particular attention to women and vulnerable or hard-to-reach groups and;
- Have an impact: Stakeholder inputs are considered and integrated whenever relevant into the process and deliverables. The outcomes of consultations are documented.

Figure 2: Potential challenges to stakeholder engagement and lessons-learned from Green Cities on how to overcome them

Stakeholder consultation and engagement during the GCAP development is particularly relevant at the following four key steps (Figure 3): Discover environmental challenges (1), Define and prioritise environmental challenges (2), develop a vision and potential solutions (3) and deliver action (4).

Further activities that lead to active stakeholder involvement, collaboration and participation are encouraged as appropriate.

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[5] e.g. religion, ethnicity, indigenous status, literacy, political views, or social status
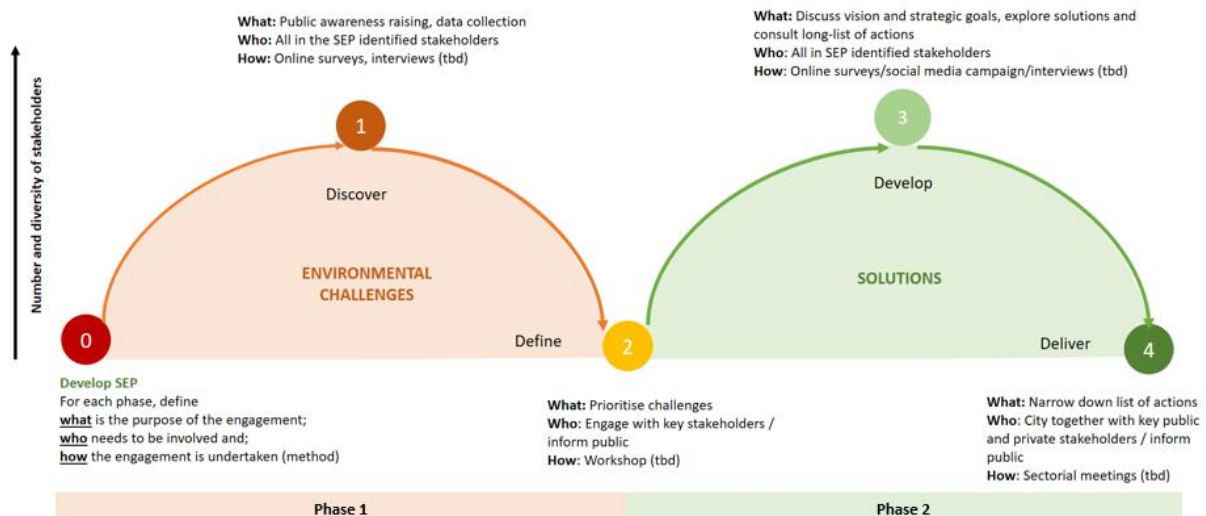
3.4 Engagement methods

Figure 3: Engagement activities during GCAP development process

Engagement Methods depend on the objectives of the consultation (*What*) and the stakeholders involved (*Who*). When selecting the tools and methods to be used for consultation, Consultants should also consider scale (*how* many participants can the tool involve effectively) and resource requirements (*how* much financial and human resources does it require; *how* long does the tool need to be effective).

Examples of potential consultation tools for consideration:

- 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
- Temporary exhibition with GCAP representatives present to respond to queries and receive feedback
- Questionnaires and Surveys: highly recommended to be used to engage specific stakeholder groups and residents to discover all forms of environmental challenges, develop a City's green vision and a long list of actions, as they can have a wide reach and do not require significant resources
- Deliberative Online Platforms[6]

The specific engagement methods will need to be tailored to the City and the identified stakeholders, including vulnerable groups or people with specific needs. It is likely that a range of tools, operating at different scales will be most effective to engage different stakeholders at different stages of the GCAP process (cf. Appendix I for good practice examples of GCAP stakeholder engagement methods). All engagement methods used must be compliant with EBRD's Retaliation Against Civil Society and Project Stakeholders Statement.[7]

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[6] EBRD briefing note on the use of online platforms and formats: https://www.ebrd.com/covid19-consultation.pdf

[7] EBRD (2019): Retaliation against Civil Society and Project Stakeholders: https://www.ebrd.com/documents/strategy-and-policy-coordination/ebrd-statement-on-retaliation.pdf?blobnocache=true

3.5 Information disclosure, feedback mechanisms and monitoring

Information Disclosure is primarily a one-way communication with the aim to ensure that stakeholders are informed about the GCAP development.

Information disclosure before events and activities allows stakeholders to form opinions and actively contribute during consultation. Good practice is also to provide feedback to stakeholders on how their inputs have been considered in the process. At the planning stage, the SEP should outline the information to be disclosed and define feedback mechanisms.

Minimum information to be disclosed when available includes:
- Project Plan
- SEP (and any subsequent material revisions), incl. announcements of Stakeholder Engagement activities – with details on how to participate (for open events) or how to obtain further information (for invitation only events)
- Contact details for how to obtain additional information on the GCAP process
- Draft GCAP
- Summary of draft GCAP public disclosure and how comments have been taken into account in the final GCAP
- The summary note from each stakeholder engagement session should be distributed by email to the individual participants.

EBRDs expectation is that all disclosed documents (i.e. the Project Plan; SEP and Draft GCAP) should remain available at least until the end of a recommended 30 day consultation period[8] for the draft GCAP. The final disclosure periods shall be agreed with the City within the approved SEP.

Mechanisms for Disclosure can take a variety of forms and should be determined based on the City's resources, stakeholder needs and the objectives of disclosure. A range of different channels and tools can be employed in order to reach groups with different needs and opportunities to access information. The following are examples of potential disclosure tools for consideration:

- Digital platforms including websites (such as the City website or ebrdgreencities.com); social media (Facebook; Instagram; Twitter; LinkedIn; YouTube; Slide Share etc.); online discussion forum; webcast
- Hard Copy Information leaflets; Frequently Asked Questions etc. available in public buildings;
- Temporary Pop-Up Exhibitions or Displays in Public Spaces
- PowerPoint presentations; posters; flyers; brochures; fact sheets; infographics
- Face to Face meetings either organised or informal e.g. consultant or city representatives manning a temporary display in a public space, door knocking
- Audio-visual methods (filmstrips, podcasts, etc.)

All Information disclosed should meet the criteria outlined in Appendix II.

Engagement and feedback mechanisms in contexts with limited civil society space
Civil Society Organisations are integral partners of the EBRD. They provide a valuable contribution to the development of policies, strategies and the implementation of investment projects, promote public dialogue and hold governments and policy makers publicly accountable.

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[8] This period can be extended as required on a case-by-case basis to allow sufficient time for engagement with all identified stakeholders

Civil society groups often operate in contexts, in which freedom of speech is limited and public participation challenging. In order to ensure meaningful, effective, inclusive and culturally appropriate engagement that is free from manipulation, interference, coercion, intimidation and retaliation, EBRD and the consultants team will apply the following mitigation measures:

1)   Use a variety of engagement methods, tools and channels during GCAP development
A large variety of engagement activities and information disclosure tools shall be applied to allow local stakeholders and communities to select the method they feel most comfortable and safe with in order to express their opinion. Such engagement and information disclosure tools include:
- Save email and WhatsApp/Telegramm/Signal channels
- Public online meetings with the option of anonymous participation
- Individual interviews (either online or on the ground)
- Workshops in public spaces that are less exposed to surveillance

In addition, specific consultation methods for vulnerable / hard to reach groups will need to be elaborated.

2)   Strengthen policy dialogue on stakeholder engagement and impact on communities
EBRD works with its clients to build and maintain a constructive dialogue with locally affected communities, CSOs and other stakeholders and ensure the respect of human rights in the context of the GCAP development. Leading this dialogue is particularly relevant in contexts with limited space for civil society.

3)   Monitor retaliation against civil society and project stakeholders
The EBRD does not tolerate actions by EBRD clients or other project counterparties that amount to retaliation – including threats, intimidation, harassment, or violence – against those who voice their opinion as part of the GCAP development process. The EBRD takes all credible allegations of reprisals seriously and the project team shall monitor whether there is any intimidation or negative consequences for stakeholders due to GCAP engagement activities.

A Bank counterparty that is suspected to have engaged in a Coercive Practice is subject to the EBRD Enforcement Policy and Procedures[9].

Monitoring should be defined in the SEP, to allow EBRD and stakeholders to judge engagement effectiveness (e.g. level of stakeholder involvement; representatives; results of engagement; resource use and outcomes) and allow adaptation of future engagement activities.

As a minimum, the Consultant will provide:
- A report after each engagement activity: The results of each stakeholder engagement session will be documented in a summary note. This will contain as a minimum an overview of activities/discussions during the workshop, number and organisations represented by attendees. These shall be distributed post-meeting to all attendees.
- Gender-disaggregated data on participants of all stakeholder engagement activities (compliant with GDPR requirements).
- An internal review led by the Consultant at the end of the GCAP process, capturing lessons learned for future activities.

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[9] EBRD Enforcement Policy and Procedures (2017):
https://www.ebrd.com/news/publications/policies/enforcement-policy-and-procedures.html

3.6 Regulatory Framework

The Consultant should identify any legal, regulatory or city requirements pertaining to stakeholder engagement applicable to similar plans or initiatives and outline these in the SEP. This will allow the GCAP process to incorporate them as necessary at each stage.

National requirements may include the requirement for strategic environmental assessments of policy, programmes or plans (such as the GCAP), which generally includes defined disclosure and consultation activities and time periods or requirements for consultation within national or local (city or municipality) level spatial planning regulations. Additional regulations include the right to access to information and engagement requirements described by local governance laws.

3.7 Existing city engagement practices

The Consultant should work with the City to understand the existing stakeholder engagement practices for similar or related activities including key stakeholders, mechanisms of disclosing information, consulting and receiving feedback. Existing mechanisms may be used or enhanced for engagement regarding the GCAP, and help the GCAP team understand whether capacity building or new, specific mechanisms may be needed for the GCAP preparation.

4 Stakeholder inputs in the final GCAP

The GCAP should describe the stakeholder engagement process undertaken as part of the development process and explain how stakeholder inputs have been used to inform the plan (Table 1). Much of this information can form an Annex to a GCAP.

Table 1: Summary of Stakeholder Engagement in Draft GCAP

Areas to Cover	Relevant Information to Include
What were the goals set for the stakeholder engagement process?	High level overview of purpose, objective and goals of engagement.
How were stakeholders identified?	Summary to stakeholder identification brief description of groups and sub-groups and how they are affected/interested in the project. • Identification of any vulnerable or hard to reach female and male stakeholders.
When did the project engage with stakeholders?	Summary of engagement through GCAP cycle.
Which stakeholders did the GCAP team engage with?	Specific stakeholder groups and sub-groups engaged • General rationale and purpose of each engagement activity • Number of stakeholders participating • Changes made to the engagement plan and reasons why.
Which formats of engagement were used and why?	Brief description of events and discussions (location, format, number of participants, key issues and concerns raised, how it was documented, whether agreement was reached) • information disclosed, locations, languages and formats and reason for each • measures to ensure engagement was timely, objective and allow stakeholders time to form opinion • Differences applied to vulnerable or hard to reach groups.
How did the views of stakeholders influence the draft/final GCAP?	Views, concerns and specific inputs of stakeholders on the different issues • Decisions or actions regarding any issues that have been informed by stakeholder inputs • Reasons for a decision not to incorporate or address issues in response to a significant point of stakeholder • If and how stakeholders were informed of the decisions, actions or other changes that resulted from their inputs.

The final GCAP taken forward by the City for approval should include a summary of comments received during the public disclosure period and how they influenced the final document, including reasons why they were not considered. It is understood that all comments may not be relevant for the GCAP or relevant at this stage in the process.

5 References

Stakeholder Engagement and Consultation
- EBRD Performance Requirement on Information Disclosure and Stakeholder Engagement: https://www.ebrd.com/downloads/about/sustainability/ESP_PR10_Eng.pdf
- IADB Meaningful Stakeholder Consultation https://publications.iadb.org/en/meaningful-stakeholder-consultation
- IAP2 Core Pillars https://www.iap2.org/page/pillars
- https://participedia.net/
- RAMSES Transition Handbook and Training Package, - https://climate-adapt.eea.europa.eu/knowledge/ramses-transition-handbook-and-training-package-1
- URBACT Local Groups Support Toolkit - https://urbact.eu/sites/default/files/urbact_toolkit_online_4_0.pdf
- Working with the EBRD: A Guide for Civil Society Organisations: https://www.ebrd.com/news/publications/guides/working-with-the-ebrd.html

Stakeholder Engagement during COVID-19 pandemic
- EBRD briefing note on Stakeholder Engagement during COVID-19 pandemic https://www.ebrd.com/covid19-consultation.pdf

Engagement in Sustainable City Planning
- Smart City Guidance Package https://eu-smartcities.eu/sites/default/files/2019-07/Smart%20City%20Guidance%20Package%20LowRes%201v22%20%28002%29_0.pdf
- Sustainable Urban Mobility Plan (SUMP) https://www.eltis.org/guidelines/what-sustainable-urban-mobility-plan
- Sustainable Urban Mobility Plan (SUMP) Participation Manual https://www.eltis.org/sites/default/files/trainingmaterials/manual_participation_en.pdfStakeholder Engagement in Heat Networks https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/717692/Stakeholder_Engagement_in_Heat_Networks_-_a_guide_for_project_managers.pdf

Appendix I: Good practice examples of GCAP stakeholder engagement methods

GCAP stage	Method used and lessons learned
Launch Event and discovering environmental challenges	• Formal launch event with high-level representation from city to raise awareness about GCAP development • Stakeholder consultations should be used to discuss and fill data gaps • Online surveys (either before, during or after event) may help to get additional inputs *Good practice example from the Iasi GCAP launch (Dec 2021), where event participants created an online word cloud to discuss environmental challenges:*
Prioritising environmental challenges	• Cross-sectoral discussions are important to get a holistic understanding of a cities' environmental challenges. • Listening to and discussing with specific groups helps ensure that all needs are taken into consideration. For example, it is important to recognize the importance of youth engagement in addressing long term environmental challenges: *Good practice example from the Craiova GCAP, for which the Craiova Youth Council was invited by the City to comment on the technical assessment and identify their priorities.* • Final prioritisation of environmental challenges is undertaken by decision-makers/key stakeholders by taking into account wider stakeholders' inputs.
Developing a green vision and strategic objectives	• Important to get broad buy-in from all stakeholders on the vision and main objectives (therefore: Engagement methods that enable to reach a large number of stakeholders, such as online surveys or social media campaigns are appropriate) *Good practice example from the Khmelnitsky GCAP: Stakeholders were proposed two visions and they were then asked via an online poll whether they prefer the first (a focused vision) or the second (that represents the big picture).*
Action planning	• All organisations engaged into the GCAP process are encouraged to think of where they can play a role in action implementation, including private sector associations and NGOs (e.g. for awareness raising on green actions). • Final short-listing of actions is undertaken by decision-makers/key stakeholders while taking into account wider stakeholders' inputs. *A summary of Green City Actions (here good practice example from the Tbilisi GCAP) may help stakeholders to explore their role in GCAP implementation:*

Appendix II: Requirements for Information to be disclosed

Information disclosed should be:

1. Accessible: in a format, language(s) and provided in a location (or via a channel) which is accessible for the identified stakeholders

   o For each identified stakeholder, consider: is the format of the information readable, understandable (e.g. in a non-technical language, in the language(s) spoken and read)? Is it at the appropriate level of detail? Is it in a location where it can be easily obtained by women and men, as well as vulnerable or hard-to-reach groups (e.g. in some cities not all stakeholders will commonly access websites, so additional information channels may need to be sought). This may be particularly relevant where the GCAP covers a municipal area that includes a City and more rural areas also.

   o Stakeholders with specific needs or vulnerabilities may need information to be tailored to their needs to ensure it is accessible. For example, a large ethnic minority community within the city (e.g. immigrants of all genders; Internally Displaced People of all genders etc.) may be more impacted by the proposed activities, may not speak or know the local language well enough to read announcements, and the SEP should identify how these people will be reached.

   o The location, venue and timing of any events to which stakeholders are invited to attend should allow for a full range of participation e.g. evening exhibitions/meetings can be more suitable for members of the public working standard hours, whilst day time meetings can be more suitable for parents with school age children and those who work non-standard hours.

2. Timely disclosed at a point in time where opportunities to contribute to the GCAP are still available and to give time for stakeholders to review and provide input (minimum timeframes for announcements for example are defined in the ToR);

3. Objective

4. Transparent

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