

EBRD GREEN CITIES

Stakeholder Engagement Guidance for Green City Action Plans



European Bank
for Reconstruction and Development

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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 2015, the EBRD launched the Green Economy Transition (GET) approach to help build low-carbon and resilient economies. Through the GET approach, the Bank aims to have 40 per cent of Annual Bank Investment in green projects by 2020.

Stakeholder Engagement Guidance for Green City Action Plans

1 Introduction

1.1 Background

The European Bank for Reconstruction Development (EBRD) implements EBRD Green Cities to support participating cities to build a better and more sustainable future. The Green City Action Plan (GCAP) is the fundamental tool, which supports cities to take a systematic approach to addressing urban environmental challenges.

The GCAP is developed by the City with the support of a consultant following a defined methodology, which integrates stakeholder engagement at key steps. Stakeholder engagement is also expected to be integrated into the lifecycle of sub-projects developed under the GCAP (Green City Actions).

Based on feedback from a number of actors within the GCAP process, the need for further formalisation of the approach to stakeholder engagement during the GCAP preparation has been identified.

1.2 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

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>)

2 Purpose

The fundamental requirements for stakeholder engagement during the GCAP development are defined within the Consultant's Terms of Reference (ToR) and the Methodology. This document has been prepared in support of the GCAP methodology and Consultant ToR to:

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

3 Roles and responsibilities

3.1 City

Stakeholder engagement should remain the responsibility of the City, as the ultimate owner of the GCAP and as the holder of stakeholder relationships throughout its implementation. As a minimum 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.

3.2 Consultant

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

Depending on the capacity and experience of the city, the level of support from the Consultant will vary from city to city. For **example**, cities with more mature stakeholder engagement processes may require administrative and logistical support but more limited technical assistance to carry out such engagement. Cities with less experience and/or capacity will need more intensive support but the aim should be to encourage City participation and leadership of the engagement process as far as practical by the end of the GCAP process. 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.

3.3 EBRD

The Bank will review the preliminary SEP and SEP and may provide feedback on the content. The Bank may also participate in stakeholder engagement sessions as appropriate. The Bank will also use the EBRD Green Cities website to disclose key project documents as outlined later in this guide.

4 Stakeholder Engagement Within the GCAP Process

Stakeholder engagement is a critical part of the GCAP process. 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 organized throughout the planning process with one or more groups. The design of stakeholder involvement should be outlined in detail, and their roles should be explored and defined in consultation with them.

4.1 Stakeholder engagement plan

Consistent with Step 1.9 of the GCAP method, the Consultant will develop a SEP in two stages for all GCAP's as follows:

i) Preliminary SEP

A preliminary SEP will be prepared as part of the Draft Inception Report. The preliminary SEP should outline:

- the principles and approach to stakeholder engagement (refer to the Methodology)
- key regulatory requirements for stakeholder engagement
- preliminary stakeholder identification of those that will be involved in the GCAP development process and analysis (refer to Section 4.4 of this guidance)
- high level roles and responsibilities between the City and the Consultant;
- proposed list of participants in the Launch Event and First stakeholder engagement workshop.

For Cities with less developed stakeholder engagement practices or experience, the Consultant should also explain the benefits of such engagement to encourage buy-in from the City.

The preliminary SEP should be drafted in a manner that it can be further developed into a completed SEP. A summary of the preliminary SEP content will be presented by the Consultants to the City Steering Committee during the Kick Off Meeting.

ii) SEP

A complete SEP shall be developed at the end of Task 1 as part of the Inception Report. Consultants are encouraged to use professional judgement to adjust the SEP to the needs of the City, provided all key information is included.

When preparing the SEP it should be considered that it will be disclosed to the public who will have the opportunity to provide feedback on a draft of the document. The final document, updated to account for any stakeholder feedback, will also be disclosed.

SEPs shall be developed in the majority language of the City and municipality (depending on the scope of the GCAP) and other languages (as considered as appropriate depending on stakeholder needs and/or legal requirements) and English. In accordance with this guidance, the SEP shall also note the language(s) in which the draft GCAP which will be disclosed.

The SEP is designed to be a living document and reviewed regularly (Refer to Section 4.10 of this guidance). If any material updates are made to the SEP throughout the GCAP preparation, the revised SEP should also be disclosed by the City and provided to the Bank.

The following is an indicative outline of the Preliminary SEP and the SEP:

- Brief identification of the city and/or municipality within the scope of the GCAP and the overall purpose of the GCAP
- Overall approach to stakeholder engagement for the GCAP
- Legal and Regulatory Requirements (See Section 4.2 for guidance)
- Existing city engagement practices (See Section 4.3 for guidance)
- Stakeholder identification and analysis (See Section 4.4 for guidance)
- Information disclosure (See Section 4.5 for guidance)
- Future consultation activities (See Section 4.6 for guidance)
- Communication of comments (See Section 4.7 for guidance)
- Monitoring and reporting of stakeholder engagement process
- Responsibilities for implementing the SEP (See Section 3 for guidance)
- Review Process (See Section 4.10 for guidance).

4.2 Legal and Regulatory Requirements

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, incorporating them as necessary into each stage of the process. The Consultant should also investigate any advantages for synergies with the engagement as required by the ToR.

National requirements could 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.

4.3 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. This can identify whether existing mechanisms can be used or enhanced for engagement regarding the GCAP, whether capacity building may be needed or new, specific mechanisms need to be implemented for the GCAP preparation.

4.4 Stakeholder Identification and Analysis

Stakeholder Identification and Analysis is needed to identify the key actors, representing all genders, and their knowledge, interests, positions and importance as it relates to the GCAP. This will allow focussed stakeholder engagement and more effective interaction to secure inputs and prevent potential misunderstandings and/or opposition to the plan. In summary, it should determine who to engage with and how. A summary of the process and methodology followed should be included in the SEP with the detailed analysis remaining internal to the GCAP team.

Identification of stakeholders should be a multi-disciplinary effort led by the Consultant team (with strong reliance on local knowledge and cross discipline and sector inputs) but with substantial input from the City, including from a range of departments. It is important to think broadly to identify a full range of stakeholders and to avoid missing key entities. A gender-sensitive approach reflecting different needs and priorities according to gender in stakeholder engagement is crucial. Initial identification should result in a wide list of potential stakeholders which can be further refined through analysis and prioritisation.

Consider identifying existing third parties that could support in engaging a number of different stakeholders, perhaps through existing mechanisms and established relationships e.g. women's organisations, tenants' associations, trade or industry representative organisations, traditional and religious leaders, the media, farmers, academic institutions, "home grown" community groups, as well as international humanitarian organizations.

The 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 most of the discussions held during the process. This will ensure that gender perspectives are included in the discussions (*the what*), but also in the participation (*the who*).

The stakeholder identification should make efforts to identify other 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 also be a useful way of ensuring they are included within the engagement process.

Analysis of 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 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. Community champions may include private companies, institutions responsible for utilities in the city and CSOs.

The Consultant should conduct a stakeholder mapping exercise to identify key individuals, representatives and organisations, also to gain a clear understanding of their needs, interests, sphere of influence and potential role. This is a starting point to ensure all relevant stakeholders are addressed and invited to engage in relevant processes. A visual mapping of stakeholders is useful to identify information flows, effects, interest and influence of different stakeholders and relationships between stakeholders (an example is given in Figure 1, however there are other methods of visualisation e.g. Rainbow diagram).

determining the level of engagement (Figure 2). For the relevant groups, we can envisage a division by gender.

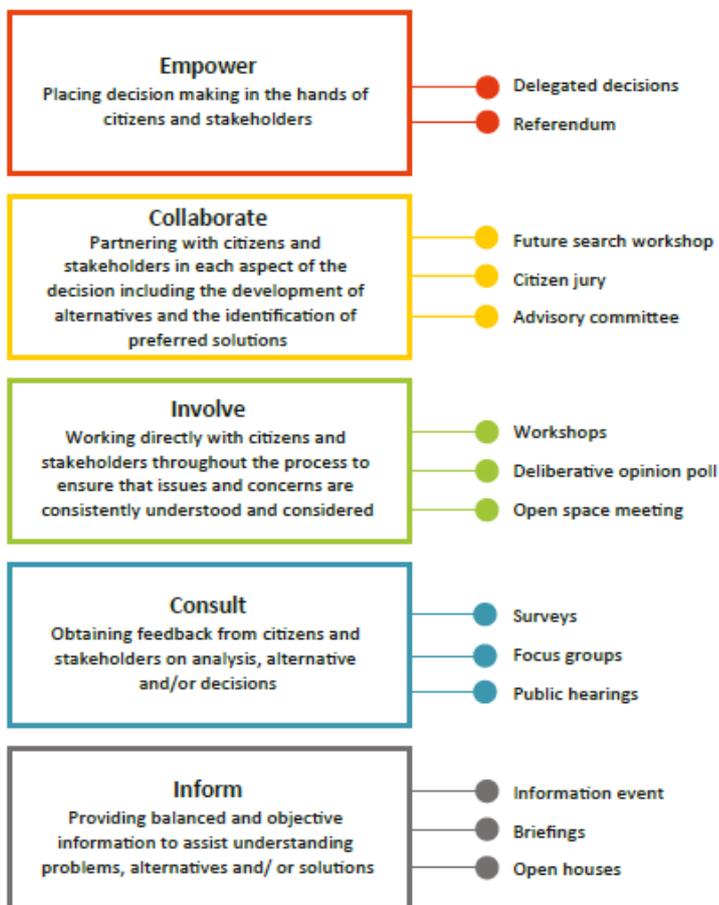


Figure 2 - Levels of Involvement of Stakeholders and Example Engagement Tools⁴

For internal purposes, during the development of the stakeholder engagement programme good practice is to assign individual persons within the team who are responsible for particular stakeholder groups or stakeholders, to build relationships and maintain consistent communication.

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



Figure 3 – Example Stakeholder Map

4.5 Information Disclosure

Although the SEP should be a mechanism for two-way communication between stakeholders and the City administration, this section describes one element therein: information disclosure. This is primarily a one-way communication with the aim to ensure that stakeholders are informed about the GCAP development and as a means of providing those participating in the development of the GCAP with prior information to allow them to form opinions and contribute during consultation.

The SEP should outline the information to be disclosed. Minimum information to be disclosed when available should include:

- Project Plan
- SEP (and any subsequent material revisions)
- Announcements of Stakeholder Engagement Sessions – 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 (in the case of closed meetings).

The SEP should include the proposed timing, language(s) and formats of disclosure and if specific timeframes are not known, general periods can be proposed with commitments to disclose the exact timeframes and locations within a minimum number of days in advance. This should include proposed dates for the stakeholder engagement workshops and the intended format for the consultations. It should also include the approximate dates for GCAP milestones and the extent of information that will be shared with stakeholders.

EBRD 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 period⁵ for the draft GCAP. The final disclosure periods shall be agreed with the City within the approved SEP.

Box 1 includes other opportunities for information disclosure which should be considered and included in the SEP as appropriate.

Box 1: Further opportunities for disclosure of information to stakeholders to be considered include:

- Regular Status Updates e.g. on City Website or via Social Media
- Summary note of each stakeholder engagement session (either publically or to the individual participants)
- Pre-read materials for those invited to or attending stakeholder engagement sessions
- Summary information to inform those participating in virtual stakeholder engagement activities e.g. online surveys; online discussions; opinion polls etc.
- Non-Technical Summary Leaflet(s) of the GCAP Deliverables including the Draft GCAP

Mechanisms for Disclosure

Information disclosure can take a variety of forms and should be determined based on the stakeholder needs and the objectives of disclosure (and any follow on consultation). 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;
- Face to Face meetings either organised or informal e.g. consultant or city representatives manning a temporary display in a public space, door knocking;
- Print, Audio and Visual Media Outlets.

Information disclosed should meet the criteria outlined in Appendix 1.

4.6 Consultation

Consultation is an active two-way communication process, based on information disclosure where stakeholder views should be captured, documented and considered.

Consultation should:

⁵ This period can be extended as required on a case-by-case basis to allow sufficient time for engagement with all identified stakeholders

- Begin early in the GCAP process
- Be based on disclosure of information in a timely manner
- Culturally appropriate and inclusive (regardless of their gender, place of birth, age, sexual orientation, disabilities or other circumstances⁶), with particular attention to women and vulnerable or hard-to-reach groups and;
- Consider and respond to feedback received.

As a minimum consultation should be undertaken on the following:

- Draft SEP –with a request for comments to be submitted via email displayed on the City’s website
- Each stage of the GCAP development as outlined in the ToR – the exact consultation activities and stakeholders will be determined by the Consultant
- Draft GCAP prior to finalisation - with a request for comments to be submitted via email displayed on the website and the document sent via email to all stakeholders who have been actively involved in the process (e.g. by attending a meeting or providing feedback via email).
- The SEP should outline the proposed consultation including stakeholders to be consulted, format, mechanisms and timing in accordance with this guidance. Linkage should be made to the specific information to be disclosed that will inform the consultation activities.

Further activities to move beyond consultation to active involvement, collaboration and participation are encouraged as appropriate.

Mechanisms for Consultation

Mechanisms for consultation can take a variety of forms depending on the stakeholders involved and the objectives of the consultation. The following are 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 (including online platforms)
- Deliberative Online Platforms.

The specific mechanisms for consultation will need to be tailored to the identified stakeholders, including any vulnerable groups or those 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 (refer to Box 2). Questionnaires are highly recommended to be used to engage specific stakeholder groups and residents to develop the list of priorities and actions as they can have a wide reach and do not require significant resources.

⁶ e.g. religion, ethnicity, indigenous status, literacy, political views, or social status

Box 2: Considerations for Consultation Tools

When selecting the tools to be used for consultation, Consultants should consider:

Engagement objective as described in the SEP and whether a tool provides outputs consistent with this

Needs of the Target Group (Stakeholder)

GCAP phase

Resource requirements – how much time does the tool need to be effective; how much financial and human resources does it require

Scale and Scope – how many participants can the tool involve effectively and what is the scope of participants (e.g. will the tool be open to all stakeholders; randomly or targeted selection).

It should be noted that while broadly used and can be required as part of national requirements, public meetings are the most ineffective method of public consultation: they tend to be “hijacked” by the most vocal stakeholders, stakeholder engagement should include a range of different mechanisms for providing information and carrying out consultation.

Table 1: Recommended Stakeholder Engagement Summary

	Steering Committee Members	Municipality	Ministries	CSO (Sector/Issue or Stakeholder Focussed)		CSO (General)	Donor	Development Agencies	Utility Companies	Businesses	General Public
KOM	☆	○	☆								
Launch Event	☆	☆	○								
Engagement Session 1: Inception	☆	☆	○	☆		○	○	○	○	○	
Engagement Session 2: Prioritisation	☆	○	○	☆		○		☆	☆	○	○
Engagement Session -3: Visioning/ Strategic Objective	☆	○	☆	☆		☆	○	○	○	○	○
Engagement Session 4: Action planning/ short-listing	☆	☆	○	☆		○			☆		○
Draft GCAP Presentation						Disclosed publically with the ability for stakeholders to submit comments					

- ☆ Consultation required
- Consultation to be considered based on City specifics
- | Information Disclosure required

4.7 Communication of Comments

Good practice is also to provide feedback to stakeholders on how their inputs have been considered to inform the final outcomes of the activity. At the planning stage, proposed feedback mechanisms will be defined in the SEP, considering the specific guidance in Section 5

4.8 Monitoring and Reporting

The SEP should define the monitoring and reporting activities for the stakeholder engagement process, primarily to judge the 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 stakeholder engagement quarterly report for the duration of their assignment. Sex-disaggregated data on participants of all stakeholder engagement activities should also be provided.
- an internal review led by the Consultant should be conducted at the end of the GCAP process with the City and any lessons learned for future activities captured by the Consultant.

4.9 Responsibilities for implementing the SEP

General responsibilities for stakeholder engagement have been defined in Section 3. The SEP should build on these and assign specific responsibilities for each of the defined stakeholder engagement activities. The Consultant will need to use their professional judgement and experience when developing the SEP and undertaking stakeholder engagement in a context and culturally appropriate manner. This may include engaging specialist resources to assist with various aspects of the engagement process e.g. using a trained facilitator to facilitate round table discussions.

4.10 Review of SEP

The SEP is intended to be a live document, which is updated as necessary through the development of the GCAP to take account of the results of stakeholder engagement and effectiveness or opportunities for improvement as stakeholder engagement activities and communication around them are progressively completed. The Consultant should consider updating the SEP after each engagement activity or at key steps e.g. after prioritisation, if required.

Documentation and Feedback:

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, contact number and organisation of attendees. These shall be distributed post-meeting to all attendees.

Box 3: Provision of Feedback

Good practice is to provide feedback to stakeholders on how their individual inputs have been considered. This can be achieved by additions to the summary note including a response to the different issues raised and if or how they will be considered further in the GCAP process and responses to any direct questions. Clustering comments received e.g. thematically and providing a summary of how this theme of comments were considered/not considered and the reasons why, can be appropriate.

The draft GCAP should also describe the stakeholder engagement process undertaken to date and how it has been used to inform the plan (Table 2). Much of this information can form an Annex to a GCAP.

Table 2: 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. <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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) <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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 (refer to Section 4.5) 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. The Consultant can consider advising or more appropriate timings or forums when providing feedback.

5 References

Stakeholder Engagement and Consultation

- 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

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.pdf Stakeholder 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: Requirements for Information to be Disclosed

Information disclosed should be:

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

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