Terms of Reference

Policy Dialogue Assignment
Green City Action Plan for the Municipality of [CITY]

1 Background

Cities are dynamic and vital parts of society and are the main engines of social, economic and technological development. According to the UN, around half of the world's population now lives in urban areas, and by 2030 this is likely to exceed 60 per cent of the global population.

In order to provide their populations with the myriad of demanded services, cities need inputs of large quantities of resources. As such, cities are a source of significant environmental impacts. For example, research indicates that cities already account for up to 70 per cent of energy use and 80 per cent of greenhouse gas emissions, figures which are set to rise over time. Furthermore, major environmental concerns for cities range from the quality of air and traffic congestion to pressure on limited green space, land and water resources. Urban activities and how they are organised deeply affect the environment, and the overall quality of life of urban populations.

These urban issues are particularly acute in the European Bank for Reconstruction and Development (“EBRD”) countries of operation (“COO”). For example, the EBRD regions’ energy intensity is up to three times greater than the EU average (EIA, 2015). This energy inefficiency is reflected in the poor energy performance of both public and private buildings in urban areas. Also, many cities in EBRD COO produce municipal solid waste that ends up in landfills that “are simply dumpsite areas where the municipal services (or contractors) pile up or simply deposit waste” (UNECE, 2010). In addition, recycling of waste in COO urban areas is negligible compared to an EU average of 39 per cent (European Environment Agency, 2015) and an EU target of 50 per cent of municipal solid waste (MSW) recycling by 2020. Furthermore, residents of cities in the region are exposed to much higher levels of urban air pollution than other populations.

For the sustainable development of green cities, it is critical to recognise the relationship between environmental aspects and economic and social issues. This thinking is also very much in line with the UN’s 2030 Agenda for Sustainable Development and the Sustainable Development Goals (UN 2015) and particularly the Goal 11 calling for governments to make cities and human settlements inclusive, safe, resilient and sustainable.

Governments, civil society, businesses and the donor community have many actions underway to attempt to address the worst of these many urban issues. However, a number of these have been undertaken in an ad hoc manner rather than systematically.

It is critical for the quality of life of urban populations in the Bank’s COOs that these multiple urban issues are addressed in a systematic way. Taking a broader strategic view of urban environmental challenges has a number of benefits including:

- Providing input to optimising the allocation of a city’s limited financial and personnel capacity to those issues with the greatest environmental benefits
- Enhancing the possibilities to attract donor co-finance and support when it is clear how a specific project fits into the broader priorities and road map for environmental improvement for a safe, affordable, accessible and sustainable city.

The Municipality of [CITY] (“the City” or “the Client”) has expressed a desire to take a systematic approach to addressing its urban environmental challenges.
The City wants to tackle a broad set of environmental challenges, including water, air, soil and climate change issues, to be addressed through drafting and implementing a Green City Action Plan (the “GCAP”). The GCAP is the key tool of EBRD Green Cities and covers a wide range of urban environmental challenges. It is designed to guide a City through four main steps – from establishing a i) Green City Baseline, developing a ii) Green City Action Plan, all the way through iii) implementation and iv) reporting on progress and outcomes.

The methodology for the GCAP has been developed by EBRD together with the Organisation for Economic Co-operation and Development (“OECD”) and International Council for Local Environmental Initiatives (“ICLEI”). This document will be updated and refined from time-to-time, with consultants informed of when the most up to date version is published.

The EBRD is looking to engage a consulting team (the “Consultant”) to develop a GCAP for the City.

2 Objectives

The overall objective of this Assignment is to support the City to develop a Green City Action Plan between [month year] and [month year] approved by the [Municipal Council] by [month year]. The exact approval date might be subject to change, taking into consideration insights from the GCAP Approval Process that the Consultant will be going through according to Section 4 (Scope of Work), Task 1, bullet point d).

The Consultant shall support the City to take ownership of the GCAP, and, during the development process of the action plans, enable the City to build the necessary capacity to successfully implement the GCAP by:

a) Assisting the City to become familiar with the GCAP Methodology (‘the Methodology’) and to establish the necessary leadership team for applying the Methodology;

b) Supporting the City to identify the key stakeholders for the assignment, including main contact points of each entity, responsible for contributing to the development of the GCAP;

c) Supporting the City in their stakeholder engagement;

d) Assisting the City to conduct broad stakeholder consultations (including both bilateral meetings and consultation group meetings, depending on the need) during the different steps in the GCAP.
3 Scope of work

Task 1: Project inception

Description

The Consultant will familiarise themselves with the GCAP Methodology. The Consultant will consider how the Methodology can be applied in the context of the City and support the City in organising an official GCAP launch event, and provide translation needs throughout the process. Therefore, the Consultant will prepare:

a) Draft Inception Report

The Consultant will prepare a draft inception prior to the KOM as a basis of discussion, and to be presented at the launch event. The draft Inception report should include the following plans;

i) Preliminary Project Plan - a timeline of work phases in the GCAP process, deliverables and allocation of responsibilities.

ii) Preliminary Stakeholder Engagement Plan – an outline of stakeholder engagement principles and approach, high level roles and responsibilities between the Consultant and the City, tentative list of participants to the KOM, Launch Event and First Stakeholder engagement workshop. (For more information, please refer to Annex IV - the Stakeholder Engagement Guide).

Preliminary Stakeholder Engagement Plan should be prepared prior to the Kick-Off Meeting.

b) Kick-Off Meeting (KOM) and presentation

The Consultant will organise a kick-off meeting with EBRD and the steering committee\(^1\) members of the City to discuss the following; the tasks and schedule of the development of the GCAP; discuss communication; types of data required for indicator data base; and arrangement of the formal GCAP launch event. The Consultant should share the Preliminary Project Plan and the Preliminary Stakeholder Engagement Plan with the City prior to the KOM. At the KOM, the Consultant is required to collect feedbacks from the City on the Preliminary Project Plan and the Preliminary Stakeholder Engagement Plan.

The KOM should be a face-to-face meeting at the municipality, unless otherwise agreed with the City.

This meeting shall serve as the formal kick-off for the GCAP process. Based on this presentation, the City and key stakeholders should be introduced to the GCAP and EBRD Green Cities, and the associated processes and Methodology. The Consultant is expected to provide guidance and information requested by the City on the process as a whole and is expected to organise translation services for the KOM.

c) Launch Event organisation and presentation

The Consultant should organise a Launch Event together with the City. The objective of the event is to announce the commencement of the development of the GCAP, demonstrate commitment of the City to pursue its environmental targets with associated social and economic co-benefits, strengthen political buy-

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\(^1\) Steering committee is an internal coordination body established by the city to provide input into and steer the process of the development of the GCAP, led by the senior representative of the city. Please refer to 1.1.3 Set up Team & Institutional Structure in Annex I for more information.
in of the City to develop the GCAP, and publicise support from the EBRD and the donor community.

To achieve these objectives, the consultant should organise the event by coordinating with the relevant City officials and the event should include statements by the Mayor or senior City representative, other senior officials of the city and relevant national ministries such as the Minister or Deputy Minister of the Environment, representative from the embassy, the donor country and the Head of EBRD resident office or equivalent. The Consultant should aim to invite media outlets to cover the event, and make efforts to maximise the visibility of the event and aforementioned parties.

The Consultant will be responsible for the material needs of the event, including but not limited to; translators/interpreters, equipment for interpretation to and from English and local language(s), professional photographer, expenses for venues (unless the City agrees to provide the venue for free of charge), provision of microphones, projectors, projector screen, whiteboards, chairs, tables, stationaries; drinks and light meals for up to three breaks for up to 100 participants, and one lunch break for up to 100 participants, to be confirmed by the City. Consultants should make sure the venue is appropriate for the participation of high-level officials and media. Photos taken at the event should be shared with the EBRD in no less than two weeks.

The Consultant is expected to prepare presentations in local language(s), moderate both sessions of the event unless otherwise requested by the City, and take notes of statements and discussions. The Consultant should present the Preliminary Project Plan and the Preliminary Stakeholder Engagement Plan with the City at the Launch Event (after the City has agreed to the plans).

d) First Stakeholder Engagement Workshop

The Consultant should organise a first stakeholder engagement session which can be held in conjunction with the KOM or the launch event. The aim of the workshop is to collect views from both internal and external stakeholders on the current situation of the environmental quality, urban planning and infrastructure development of the City. A wide range of participants should be considered for invitation to the workshop including NGOs, universities, and research institutions with expertise relevant to sectors covered in the GCAP as well as other international and bilateral organisations conducting similar policy assignments in the City. The Consultant is responsible for drafting the agenda, preparing and sending out invitation letters, unless otherwise agreed with the City. Interpretation of the stakeholder engagement session can be undertaken by the bilingual team members of the Consultant.

The Consultant should also prepare a one-page event notification in English and in the local language outlining the time, venue and objectives of the workshop which can be used for websites and social media outlets of the City and EBRD.

e) Inception Report

After having consultations with the City and stakeholders at the KOM, Launch Event, workshop and other meetings, the Inception Report should be prepared including the following;

- Detailed Project Plan - a detailed timeline of work phases in the GCAP process, including capacity building workshops, deliverables and allocation of responsibilities. Throughout the assignment, the Consultant
is required to keep track of the progress of deliverable, and submit updated to EBRD and the City as required.

- **Stakeholder Engagement Plan (SEP) –** a list stakeholders to be engaged on various stages of the GCAP development including planned stakeholder engagement sessions (Tasks 2d, 2f, 2i and 2k), timing, format of engagement, level of engagement, communication methods, disclosure of information (information and deliverables that will be shared with stakeholders or made available to the general public), etc. Throughout the assignment, the Consultant is required to update and submit SEP to EBRD and the City as required (Please refer to Annex IV for more information).

- **GCAP Approval Process -** a formal, legal approval process for the GCAP should be finalised and accepted by the City. The Consultant should prepare and submit a report outlining the milestones, timing, and key requirements for the GCAP's ultimate approval, including potential SEA procedures, by the City Council. The approval process section of the Inception Report should also detail a process for incorporating the GCAP's outcomes into the City's municipal budget, investment plan or equivalent document.

Should the City require a Strategic Environmental Assessment (SEA) to be submitted with the GCAP, development of the SEA, or an equivalent document, will be a responsibility of the Consultant. In this instance, the Consultant should specify a contingency budget upfront to undertake tasks related to SEA.

(During the initial communication with the City, EBRD was unable to determine if the City will require a Strategic Environmental Assessment (SEA) or an equivalent document to be submitted as part of the approval process of the GCAP. As result, the Consultant should consider time for SEA preparation when preparing the Project Plan.)

- Names and contact details of the focal point of the Municipality; names and positions of GCAP Steering Committee members;
- A list of the previous, ongoing and planned initiatives that are relevant to the sectors of the GCAP;
- Identified project risks and mitigation strategies;
- General approach on communication /mode of work between the City, the Consultant and EBRD during the GCAP process;
- Summary of KOM, Launch Event and Workshop – detailed notes from the KOM, Launch Event and the Workshop, including but not limited to; contact numbers and organisations of attendees; classifications of attendees (i.e. municipality, ministries, utility companies, NGOs, universities, etc.); a list of press and social media coverage of the events (number of articles mentioning the City, EBRD and the donor country of the GCAP) and the GCAP in general, summary of statements, and discussions.

Please note that the Detailed Project Plan and the Stakeholder engagement Plan should be made public.

**Outputs:**

The consultant shall deliver the following outputs under this task:
a) KOM and presentation
b) Launch Event organisation and presentation
c) First Stakeholder Engagement Workshop
d) Inception Report (Detailed Project Plan, Stakeholder Engagement Plan, Approval Process, etc.)

**Task 2: Production of the GCAP**

**Description**

The Methodology of the GCAP is clearly outlined in the existing document “Green Cities Framework Methodology”, which has been prepared by EBRD together with ICLEI and OECD, and is summarised in the Annex in table A.1. The consultants will be expected to closely follow this Methodology, as may be updated from time to time.

All translation needs requested by the City will be overseen by the Consultant. Specifically for this assignment, the Consultant needs to prepare the following components of the GCAP:

a) External Framework Report

The External Framework report explores the international / regional / national and sub-national contexts, including policy / legal, economic, social (gender) and environmental relevant contexts, emerging issues, trends and forthcoming policies.

It is envisaged that much of the content of this report will be integrated into the GCAP (Task 3k) below. Previous and existing strategies, plans and reports relevant to the formation of the City’s action plan should be researched, summarised and appropriately documented. These include but are not limited to: [list relevant policies]

The Consultant should provide an analysis of existing policy measures to identify any gaps and areas for improvement.

Through this report, the Consultant shall eventually develop a Green City Action Plan by taking into account, and integrating and harmonising where applicable, efforts made under existing and on-going initiatives, strategies, and plans related to urban and environmental sectors authorised by the City and other government institutions. This may include other EBRD-supported initiatives focussed on urban regeneration, resilient development or asset management, as well as initiatives focusing on promoting gender equality and economic inclusion of less advantaged social groups.

The report should also identify the extent of the City’s jurisdiction with respect to the relevant sectors covered under the GCAP for policy-making, project preparation and implementation, as well as identify key stakeholder for these sectors.

The report should also include financial information of revenues and expenditures of the municipal budget over the most recent five year period, including but not limited to, types and amounts of tax and non-tax revenues, grants, capital budget transfers, capital expenditures, and provision of credits particularly in relation to infrastructure and the provision of urban services.

b) Indicators Database

The Consultant should collect the Methodology’s environmental pressure, state and response indicators from various sources including but not limited to the municipality, national and regional government bodies, universities, and research institutions.

The Consultant should compile and assess the indicators through the benchmarking methodology (traffic light screening), including a trend analysis and legal compliance check. The state indicators include the three environmental dimensions: quality of environmental assets, use of resources and climate change risks. The state and response indicators target the sectors transport, buildings, energy, water, solid waste
and land-use. The consultant is required to fill in and submit the indicators database template, as well as offer alternatives to documenting the indicators.

If any of the indicators are not available, the Consultant is expected to make best efforts to collect and analyse similar indicators as alternatives, provide explanations for selection of alternative indicators, and not to leave the table blank or “no data”.

Consultants should also document sources of indicators collected, timing of next data release (if known) and how to access the data (which can be used as guidance for monitoring.)

c) Technical Assessment sections and presentation

The Technical Assessment sections of the GCAP describe the methodology and ‘sectoral’ (i.e. air, water, waste, transport, etc.) results behind the indicator database. The Consultant will perform an evaluation of the City’s current environmental conditions according to the traffic light approach outlined in Annex I.

The Consultant should prepare a report including a detailed narrative of sectoral results describing the baseline conditions of the City (situation, challenges, opportunities, key stakeholders, etc.) The Technical Assessment sections should include an analysis of the indicators, and incorporate and summarise the information collected in the External Framework and Indicator Database. The narrative summarises the Technical Assessment sections and serves as a basis for stakeholder consultations. The Technical Assessment, through the narrative, should identify key Green City challenges the City can prioritise through stakeholder consultations.

The Consultant should also prepare a Power Point presentation summarising the narrative of sectoral results to be presented to the Steering Committee members and other stakeholders as appropriate.

d) Prioritisation (Second) Stakeholder Engagement, Minute and Summary Note

To develop the prioritisation sections, the Consultant should lead stakeholder engagement activities to discuss the results of the Technical Assessment with local counterparts. The goal of the stakeholder engagement is to translate the Technical Assessment’s identified challenges, with respect to urban environmental performance, into specific agreed priorities for the GCAP to address.

The Consultant should liaise with the City and EBRD to publically announce the stakeholder engagement process more than a week in advance. The timing, format, method and proposed participants of this stakeholder engagement activity should be described in SEP. (Please refer to Annex IV for more information).

The Consultant should prepare a one-page stakeholder engagement notification in English and the local language outlining the date, time, location and objectives of the stakeholder engagement activities. The notification should be circulated to relevant stakeholders identified in SEP and/or uploaded on websites and social media outlets of the City and EBRD before the commencement of the activities (unless otherwise described in the SEP.)

Following the Stakeholder Engagement, the Consultant should prepare the following;

- Summary Note including an overview of activities/discussions during the workshop, number and organisation of attendees in a legible format. The Summary note should be disclosed to stakeholders according to the method described in SEP.

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2 Indicator database template will be provided to the Consultant by EBRD at the start of the assignment.
• Minutes for the Steering Committee Members and EBRD including details of activities/discussions, issue/concerns raised, and agreements/decision.

e) Prioritisation of Green City Challenges

The prioritisation sections of the GCAP identify the priority areas in each ‘sector’ from the City’s perspective based on the Technical Assessment and stakeholder consultations. The result should be a list of priority Green City challenges. Priority areas can be both the GCAP indicators seen as most critically in need of attention, or larger thematic priority areas that encompass multiple issues highlighted through the Technical Assessment and stakeholder consultations.

The prioritised Green City challenges should be summarised in a manner that is quick and easy to digest. One solution is to develop a problem-tree or a similar diagram to clarify which environmental challenges have been prioritised. Best methods for this summary are left to the discretion on the Consultant and City, in consultation with the EBRD.

f) Vision and Strategic Objective (Third) Stakeholder Engagement, Minutes and Summary Note

Similar to the Prioritisation, stakeholders identified in SEP should be engaged to develop the vision and key strategic objectives for the City. Outcome of the stakeholder engagement should be used to develop Task 2g.

The Consultant should liaise with the City and EBRD to publically announce the stakeholder engagement process more than a week in advance. The timing, format, method and proposed participants of this stakeholder engagement activities should be described in SEP. (Please refer to Annex IV for more information).

The Consultant should prepare a one-page stakeholder engagement notification in English and the local language outlining the date, time, location and objectives of the stakeholder engagement activities. The notification should be circulated to relevant stakeholders identified in SEP and/or uploaded on websites and social media outlets of the City and EBRD before the commencement of the activities (unless otherwise described in the SEP.)

Following the Stakeholder Engagement, the Consultant should prepare the following;

• Summary Note including an overview of activities/discussions, number and organisation of attendees in a legible format. The Summary note should be disclosed to stakeholders according to the method described in SEP.

• Minutes for the Steering Committee Members and EBRD including details of activities/discussions, issue/concerns raised, and agreements/decision.

g) Vision and Strategic Objectives sections

These sections of the GCAP outline the vision and key strategic objectives for each sector for a period of 10-15 years, both, for the City in general and each priority area identified. The Consultant should reflect inputs from stakeholders through Task 2f to develop these visions and strategic objectives with city. When defining the vision and strategic objects environmental and socio-economic dimensions (including gender) should be considered as per Annex A.1.

h) Green City Actions sections
This is the heart of the GCAP, and outlines the specific programme of investments, policy and strategic actions the City will undertake in the next three to five year period to address its priority challenges. These sections of the GCAP review existing and new policy options and define mid-term targets and short-term actions for the City to undertake for each sector.

Development of the Green City Actions should be an iterative process, often following three major steps. First a ‘long-list’ of measures with brief descriptions and key stakeholders for implementation is compiled. This list is refined based on stakeholder feedback (see Task 2i). The resulting shorter list is then elaborated with more detail on each action.

These actions can be presented in a table providing an overview of how each Green City action links to mid-term targets, strategic objectives and visions. Beyond the table, each action should have a detailed description and analysis consisting of, but not limited to:

- Estimated annual implementation and capital expenditure costs per measure;
- Key stakeholders for implementation (and their roles and responsibilities);
- Potential sources of finance including the municipal budget, national government, IFIs, donors and the private sector;
- Estimated cost of pre-investment (feasibility and impact studies, etc.);
- Indicative implementation and operational timeline;
- Estimated annual savings and (environmental and economic) benefits per measure covering:
  1. physical impact of the action such as GHG emissions savings, water savings, individuals benefitting, materials savings or reductions, primary energy savings, and energy intensity reductions;
  2. climate resilience benefits measured as: i) increased water availability; ii) increased energy availability; iii) increased agricultural potential; iv) increased human health/productivity; v) reduced disruption (OPEX) and/or vi) reduced damage (CAPEX) – all in the light of projected climate change; and
  3. potential reductions in operating expenditures.

This detailed list of actions should be reviewed a second time by the City and its stakeholders to affirm their commitment to the scope of activities identified through the GCAP. Once complete, the final ‘short-list’ of actions can be integrated into the larger Green City Action Plans.

Aggregate costs and benefits of the Green City Actions should also be presented.

The Consultant should ensure that the policy options and actions:

- are consistent with the City’s existing plans and strategies;
- promotes gender equality and economic inclusion of less advantaged social groups.

Stakeholder consultations should be conducted to refine the Green City Actions as well to develop the short-list of actions to be included in the GCAP, and to develop 5-10 year mid-term targets linked with actions. The Methodology (Annex I) outlines the steps Consultants should take to ensure the City receives sufficient information and
opportunities for comment and review. Two rounds of stakeholder engagement are needed to refine the Green City Actions to a final list. The timing, format, method and proposed participants of this stakeholder engagement activity should be included in SEP.

The Consultant should liaise with the City and EBRD to publically announce the stakeholder engagement process more than a week in advance. The timing, format, method and participants of this workshop should be described in SEP. (Please refer to Annex IV for more information).

The Consultant should prepare a one-page stakeholder engagement notification in English and the local language outlining the date, time, location and objectives of the stakeholder engagement activities. The notification should be circulated to relevant stakeholders identified in SEP and/or uploaded on websites and social media outlets of the City and EBRD before the commencement of the activities (unless otherwise described in the SEP.)

Following the Stakeholder Engagement, the Consultant should prepare the following:

- Summary Note including an overview of activities/discussions, number and organisation of attendees in a legible format. The Summary note should be disclosed to stakeholders according to the method described in SEP.
- Minutes for the Steering Committee Members and EBRD including details of activities/discussions, issue/concerns raised, and agreements/decision.

j) Monitoring Plan

The Monitoring plan is a document that is supposed to make the City capable of implementing identified Green City Actions and tracking the indicators from the indicators database as well as the identified Green City Actions for implementation monitoring. It should be incorporated into and approved as a part of the GCAP, with key City personnel identified to execute the plan upon approval.

The Consultant is also required to fill in and submit Progress Monitoring template (Annex II) and Impact Monitoring Plan template (Annex III), and to develop a general Monitoring Plan that outlines the City’s approach and working arrangements for monitoring.

k) Green City Action Plan (GCAP)

The Green City Action Plan is a comprehensive document linking all of the before-mentioned sections and deliverables produced. The corresponding presentation is a summary of the Green City Action Plan and is supposed to support the GCAP approval by the City Council and incorporation into the municipal budget. All remaining requirements for an SEA report in line with local legislation should be completed at this stage.

Multiple versions of the GCAP may need to be developed. In particular, the Consultant is expected to produce a professionally laid out final GCAP to be published on ebrdgreencities.com, as well as a GCAP in a format the City may need for its internal approval procedures.

The Consultant should support the City through the approval process for the GCAP, but is not responsible for the City’s ultimate decision on the GCAP’s approval.

Some of the supports the Consultant should provide are as follows:

- Notify attendees of stakeholder engagement activities (Tasks 2d, 2f, 2i and 2k) about preparation of the draft Green City Action Plan. Subject to
arrangement with the City, the draft GCAP can be shared with them for comments.

- Send the draft final GCAP to Stakeholder who requests to receive it.
- Organise a minimum 30 day public disclosure of the draft GCAP (whether as part of the City's formal approval process or not)
- Prepare a short summary of comments from the public disclosure and how comments have been taken into account. This should be included as an annex to the final GCAP or made available to the general public.
- Organise a presentation for City councillors and city officials.

Please refer to Annex IV on further guidance for stakeholder engagement, disclosure of information, etc.
The consultant shall deliver the following outputs under this task:

a) External Framework report
b) Indicators Database
c) Technical Assessment sections and presentation
d) Prioritisation of Green City Challenges
e) Prioritisation (second) Stakeholder Engagement and Summary Note
f) Vision and Strategic Objectives sections of the GCAP
g) Vision and Strategic Objectives (Third) Stakeholder Engagement and Summary Note
h) Green Cities Actions sections of the GCAP
i) Green City Actions (Forth) Stakeholder Engagement and Summary Note
j) Monitoring Plan
k) Green City Action Plan
Task 3: GCAP capacity building

Description

The Consultant will provide training and capacity building for City officials, as well as other stakeholders who may be implementing actions included in the GCAP. Capacity building should aim to provide necessary skills and knowledge for implementing bodies in order to support the implementation and management of Green City Actions.

This training and capacity building will take the form of at least three one-day workshops at a time to be agreed by the City, but it is recommended to hold the capacity building workshops after the development of short-term actions.

The workshop topics will also be agreed with the City, but are recommended to cover systematic planning for green cities, statistics and data collection, and monitoring and verification reporting. The Consultant will prepare presentations and will be responsible for material needs of the capacity building workshops including but not limited to; expenses for venues (unless the City agrees to provide the venue for free of charge), stationaries, projectors/screens, and refreshments up to 50 participants.

The Consultant should provide a report for each capacity building workshop including a summary of the event, topics covered, relevant discussions or feedback provided, and a list of participants.

Task 4: Preparation of a final report for the EBRD

Description

The Consultant is expected to reflect on the process taken in developing the GCAP. The Consultant will prepare a Final report that identifies lessons learned for the production of the GCAP. It further discusses future improvements concerning the Methodology. Note that this report is intended for EBRD use to help the Bank improve its delivery of GCAPs in the future.

Overall, the Consultant will be expected to facilitate and conduct the bulk of the work in the development processes for the GCAP. However, since the GCAP will be ‘owned’ by the City of, it is expected some tasks will be led by the City with the Consultant providing support. Such responsibilities will need to be clarified through continuous and open dialogue between the Consultants and the City.

This task will be deemed successful if:

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

In summary, the following indicative timeline is allocated to before-mentioned deliverables.

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<tr>
<th>Task</th>
<th>Sub-task</th>
<th>Deliverable</th>
<th>Tentative Date (weeks after contract signing)</th>
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<tr>
<td>1</td>
<td>a)</td>
<td>Draft Inception Report</td>
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<td>b)</td>
<td>KOM and presentation</td>
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<td>c)</td>
<td>Launch Event organisation and presentation</td>
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<td>d)</td>
<td>First Stakeholder Engagement Workshop</td>
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<td>e)</td>
<td>Inception Report (Detailed Project Plan, SEP, Approval Process, etc.)</td>
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<td>2</td>
<td>a)</td>
<td>External Framework Report</td>
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<td>Indicators Database</td>
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<td>Technical Assessment sections and presentation</td>
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<td>d)</td>
<td>Prioritisation (second) Stakeholder Engagement and Summary Note</td>
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<td></td>
<td>e)</td>
<td>Prioritisation of Green City Challenges</td>
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<td>f)</td>
<td>Vision and Strategic Objectives (Third) Stakeholder Engagement and Summary Note</td>
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<td>Green City Actions sections</td>
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<td>Green City Actions (Forth) Stakeholder Engagement and Summary Note</td>
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<td>Monitoring plan</td>
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<td>Green City Action Plan and presentation</td>
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<td>Three capacity building presentations and reports</td>
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<td>Final report</td>
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</table>

All deliverables will be delivered in English and [local language] unless otherwise agreed, and must be proofread by the native speakers. All deliverables and outputs from the assignment can be used for a case study or article published by the EBRD website, Blueprint, Donor Update or other external and internal publications.

Given the assignment is funded through the EBRD's donor funded technical cooperation programme; the Consultant will be required to support the client to ensure visibility of these resources. Support on these visibility aspects can be obtained from the Bank’s Communications Department. Measures could include but not be limited to:
1. All documents produced by the Consultant should mention donor support and bear the logo of the donor, when appropriate.

2. Donor support to the project should be acknowledged in any public communication.

3. Local representatives of donors should be invited to public event organised to promote the project (press conferences, launch event, possibly stakeholder participation programmes).

The following disclaimer shall be added to all GCAP output documents/reports:

"This [output] was prepared by [consultant] for the benefit of the Municipality of [CITY]. Any views, opinions, assumptions, statements and recommendations expressed in this document are those of [consultant] and do not necessarily reflect the official policy or position of the Municipality of [CITY].

The European Bank for Reconstruction and Development, the [donor], or the Municipality of [CITY] do not accept any responsibility whatsoever with regard to any claims of any nature by any third party relating, directly or indirectly, to EBRD's role in selecting, engaging or monitoring [consultant] and/or as a consequence of using or relying upon the services of [consultant].

This [output] has been funded by the [donor]."
5 Implementation arrangements

The Consultant shall send a short weekly update email on the status and tentative submission date of deliverables, and tentative date of missions, meetings, workshops and stakeholder engagement to the EBRD and the City; and have bi-weekly progress conference calls with EBRD’s GCAP Operation Leader for this assignment and the focal points of the City, with further communication agreed as and when needed. The duration of the Assignment will be 56 weeks. The Consultant should respond to comments made by the EBRD using Comment Register3.

6 Consultant profile

The Consultant shall be able to demonstrate the following experience including knowledge of international best practice as well as, if possible, local experience in EBRD COOs:

a) Preferably a minimum of 10 years relevant experience relating to management of assignments similar to this;

b) Preferably a minimum of 10 years relevant experience:
   i. Relating to green/sustainable cities, preferably with experience in measuring environmental performance and improvements in development of sustainability plans for cities;
   ii. Policy-related experience related to local governance, particularly related to urban planning, climate change mitigation and adaptation and environmental policies and regulations;
   iii. Economics experience in applied cost-benefit analysis and/or related multi-criteria analysis;
   iv. Finance experience with knowledge of private and public financing on related green-/ and brownfield projects;
   v. Relating to the incorporation of environmental, economic, social and gender aspects in the development green/sustainable city agendas;

c) Preferably a minimum of 5 years relevant experience in working with municipalities in relevant countries relating to urban sustainability and both national and local municipal regulations

d) Preferably a minimum of 5 years relevant experience in writing strategic policy documents that can be read and understood by a broad audience

7 Key Expert Profile

Team Leader with minimum 10 years of relevant experience in leading the implementation of projects relating to urban planning, green cities and/or environmental sustainability. Advanced project management skill is essential. Knowledge of the city and key stakeholders in the project is desirable.

Urban Sustainability Expert with minimum 10 years of expertise in urban planning with multi-disciplinary expertise in environment, social and economy who is capable of providing a holistic and coordinated oversight for developing a comprehensive strategic/master planning of a city. Good understanding of smart city solutions, resource and energy efficiency, urban planning of the city or the region is preferable.

Project Coordinator (local) is expected to be included in the team in order to provide national experience. The Consultant will engage local language speaking staff on their team or arrange for translation/interpreting when necessary. Project coordinator is expected to spend a considerable amount of time in the City, working with the nominated staff from the City to ensure that skills are transferred to ensure the sustainability and implementation of the GCAP.

3 Comment Register will be provided to the Consultant by EBRD at the start of the assignment.
Policy and Institutional Expert with minimum five years of experience who has an in-depth knowledge of municipal or national regulations, policies, and standards in the field of urban planning and environmental sustainability. Expert should have good understanding of international, national and local polices relating to; low-carbon growth, climate change mitigation and adaptation, institutional capacity building, MRV (monitoring, reporting, and verification), procurement, municipal infrastructure, energy, environment, social, and economic policies of the city, relevant regional and national policies affecting the city.

Economics and Finance Expert with minimum 10 years of experience in economic growth and employment, economic resilience, and municipal revenue and expenditure. In addition, expertise in financing mechanisms for energy efficiency, economic analysis and modelling/forecasting, budgeting, project financing, municipal infrastructure and transport investment, are desirable. (Refer to p.16 of the Methodology)

Legal Expert with minimum five years of experience in municipal laws and regulations, and local and national urban planning approval process. The expert must be capable of providing legal support to the city and relevant stakeholders to implement necessary measures identified and/or recommend in the GCAP.

Stakeholder Engagement Expert with minimum five years of experience in liaising with local stakeholders, organising community engagement events and outreach/publicity activities. Knowledge of municipal government structure, relevant public authorities, private sector stakeholders, NGOs, and community organisations are essential.

Social / Gender Expert with minimum 10 years of relevant experience in the promotion of gender equality and women's economic empowerment, public health, access to services, poverty/equality, green behaviour and awareness, citizen engagement, social resilience, safety, gender based violence, childcare support and mobility patterns (Refer to p.16 of the Methodology). Good understanding of compliance and ability to identify opportunities to promote gender equality are essential.

Environment Expert with minimum 10 years of relevant experience in the following areas who is capable of collecting and analysing data for Green City Indicators; Air (air pollution), water (drinking water, water bodies, supply, sanitation, drainage, sewage), soil, green space, biodiversity and ecosystems, climate change mitigation (GHG emissions) and adaptation (resilience to natural disaster risks), transport, buildings, industries, energy, solid waste, and land-use. In addition, expertise in resource efficiency, urban planning, environmental sustainability, environmental analysis and modelling/forecasting, and MRV (monitoring, reporting, and verification) are preferable. (Refer to p.17-20 of the Methodology).

Water Expert: a specialist with a university degree in an engineering discipline or equivalent qualification with a minimum of 10 years professional experience in the field of water and wastewater management with comprehensive experience of similar assignments, and institutional and commercial management of water operators. The expert shall be familiar with the full array of water sector infrastructure configuration including wastewater sludge treatment and disposal assets. The expert shall be familiar with international and national practices around the design, build, operation, life-cycle maintenance and disposal of water sector infrastructure. Additionally the expert shall be fully familiar with solutions and practices that reduce demand on services, increase re-use and recycling opportunities both within and across sectors i.e. those that are conventional, innovative and novel.

District Energy Expert: a specialist with a university degree in an engineering discipline or equivalent qualification with a minimum of 10 years professional experience in the field of district energy with comprehensive experience of similar assignments, and institutional and commercial management of district heating companies. The expert should possess technical...
knowledge of district energy sector planning, design, implementation, operations and technologies such as networks, co-generation plants, biomass, or other applicable renewables, demand side measures and associated energy efficiency improvements.

**Solid Waste Expert:** the expert should demonstrate experience in assessing data on waste generation (quantities) and composition of different waste types and generators in the city. In addition, the solid waste expert should have knowledge and technical understanding of different waste collection systems, recycling / treatment and disposal systems and the related infrastructure and to assess current impacts and hot spots. Qualified expert should also have a sound knowledge on financial and legal backgrounds related to waste management systems, for example national and international legislation that will shape the future design of waste management systems.

**Buildings Expert** with an engineering degree or equivalent qualification and with a minimum 10 years of relevant experience in building construction and renovation. The expert must demonstrate experience in design and planning of building renovation projects, including the preparation of feasibility studies. In addition, the expert is required to possess a significant knowledge of energy efficiency and on-site renewable energy as well as relevant professional accreditations/qualifications for carrying out energy audits or energy performance assessments.

**Urban Transport Expert:** the expert shall hold a university degree in transport planning or engineering or equivalent qualification with a minimum of 10 years professional experience in urban transport, including similar assignments. He shall be familiar with urban transport and mobility planning, sector regulation and organisation, operations and fleet maintenance (rail, road and water transport modes, as relevant), funding methods and contract structures (including PSC, PPP). The expert should demonstrate knowledge of sustainable policies and practices in their sector, notably focused on those suitable to local context, including urban planning (transit oriented development,), mobility planning and parking policy, clean air policies and practices, fleet renewal strategies and operational reforms, fleet technology including electric and hybrid buses, new technologies (mobility apps, ticketing systems), regulatory measures and enforcement and soft transport modes (walking, cycling).

All experts must be independent and free from conflicts of interest in the responsibilities accorded to them. The Consultant shall supply all support staff (administrators, secretaries, interpreters, head office back-up, drivers, etc.) as necessary for the proper fulfilment of his obligations. The costs of the support staff must be included in the fee rates of the experts.
## 8 Annex I
Table A.1: Green City Action Plan Methodology

<table>
<thead>
<tr>
<th>Step</th>
<th>Sub-step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Step 1 Green City Baseline</strong></td>
<td></td>
<td></td>
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<tr>
<td>Key question of step 1:</td>
<td></td>
<td></td>
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<tr>
<td>- What is the current state of the environment?</td>
<td></td>
<td></td>
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<tr>
<td>Aim:</td>
<td></td>
<td></td>
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<tr>
<td>- The “Green City Baseline” aims to inform policy and strategic decision-making at the start of the process (or the review phase for advanced local governments) and provide the reference scenario for the business-as-usual against the Green City approach and action.</td>
<td></td>
<td></td>
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<tr>
<td>Primary outcomes:</td>
<td></td>
<td></td>
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<tr>
<td>- Commitment to Green City development for the local community.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Process initiated within local government and community.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Overview of status quo (understanding situation, constraints and capabilities).</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Priorities identified to address environmental challenges most effectively and in an integrated manner.</td>
<td></td>
<td></td>
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<tr>
<td>Indicative timeline:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- 1st (introductory) period: 6 months</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Following (regular) period: 1-3 months</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>1.1 Prepare &amp; organise</strong></td>
<td><strong>1.1.1 Secure initial commitment - agreement with the Council</strong></td>
<td>By committing to Green City Action Plan in the community, a local government sets a priority for high environmental performance. It is vital to ensure senior political buy-in to kick-start the process and provide clear leadership. The mayor and/or Council should give the official go-ahead to legitimise action by municipal staff. Municipal staff needs to be informed and engaged early on in the process, as they will institutionalise and implement the process and monitor developments. If the local government has already kicked off a Green City Action Plan, it is necessary to re-commit to a new phase of action.</td>
</tr>
<tr>
<td></td>
<td><strong>1.1.2 Confirm approval process</strong></td>
<td>Alongside with the official go-ahead, the City should provide a summary of the legal process for approving the GCAP that is drafted through consultation with a city’s legal department. This should include a summary of major upcoming milestones that could impact the timeline of deliverables, under the ultimate target of GCAP approval. In addition to detailing the appropriate City authority to approve the GCAP, the City should also detail how to incorporate the GCAP’s outcomes into its municipal budget, investment plan or equivalent document. Additionally, confirmation on whether a SEA or similar documentation is necessary and what the requirements may be should be provided at this stage. If a SEA is required, it shall be included into the GCAP development as indicated further.</td>
</tr>
<tr>
<td></td>
<td><strong>1.1.3 Set up team &amp;</strong></td>
<td>The formation of governance arrangements are needed to ensure buy-in, effective decision-making, planning and</td>
</tr>
</tbody>
</table>
institutional structures

implementation throughout the whole process. Ideally, the structure established (steering committee or task force), is an internal coordination body working with a wide number of municipal departments (including Finance, Sectoral departments and Communications) to provide input into and steer the process. It should also include external participation of essential actors representing the various environmental and socio-economic dimensions to address in the Green City Action Plan (e.g. organisations responsible for municipal services such as infrastructures, energy, water, waste and transport utilities).

The committee’s coordination tasks and mandates, communication mechanisms and relations to other groups within the local government should all be clearly defined and give the body appropriate strength and ability to drive forward the development of the Green City Action Plan.

At this stage it is also critical to identify an individual or individuals who have the capacity and expertise to support the GCAP throughout its development. The person or persons will function as the key contact and party responsible for the GCAP within the city. The city contact should be reporting directly to the Mayor.

1.1.4 Identify & engage stakeholder group(s)

An integrated and effective Green City Action Plan requires the involvement of essential partners and stakeholders. Good involvement doesn’t mean involving all the stakeholders in every development step, though.

A stakeholder mapping (or analysis) should be conducted to identify key individuals / representatives and stakeholder groups (including private sector representatives, such as utility firms, local academia, community groups, other NGO’s), also gaining a better understanding of their interests and sphere of influence. Such mapping should be conducted using the PSR framework, in particular the “pressure” indicators. Furthermore, the involvement of all relevant stakeholders, including the community, can facilitate the implementation of the Green City Action Plan, removing oppositions to the implementation of the action (e.g. NIMBY) and exploring innovative financing mechanisms.

This step includes mapping out the local Green City champions and involving them in the process – responsible political leaders, key persons in the political parties, specialised committees. There are basically three settings, which in reality will be a certain, very locally determined, mixture that can influence the political agenda:

- Political champions: The best conditions are in local governments where the Mayor or key Councillors are already the drivers and champions of the Green City agenda. More difficult settings are hardly accepted from the majority of the Council as the driver.
- Administrative champions: Key persons in the administration could adopt the Green City issue or respond to a legal requirement. Being close to the politicians, they may have the influence needed to drive Green City issues into political discussions.
- Community champions: Key persons and organisations in the community sphere could act as Green City champions and challenge the elected politicians by requesting a response to their concerns.

Focus is to develop ‘ownership’ of the Green City Action Plan with all identified Green City Champions in Council and elsewhere. Actions may include:

- Inform and involve the local Green City champions and the key decision-makers in all steps.
- Get advice from champions on how to best carry on the upcoming liaison and information efforts and make them contribute to these with their own contacts and influence. Experience shows that an invitation signed by the Mayor
gives much more relevance to official papers.

Steps 1.1.3 and 1.1.4 should build towards a GCAP Kick Off Meeting, where local stakeholders and the GCAP team officially launch the GCAP process. This event is an initial opportunity to raise local awareness and visibility for the plan, and to begin to build local ownership for the initiative.

In preparation of developing the GCAP and the ultimate Council resolution, the formal requirements and corner-stones in terms of timing, due-dates, and format need to be thoroughly considered and respected. At best, agreement with the Mayor and Council of Elders or analogous body (usually responsible for the political calendar) will be sought on the appropriate time to present the draft Council resolution to the political bodies.

Additionally, the official approval mechanism and potential requirements will be finalised and confirmed by the relevant City authorities. This should be a legal analysis to understand the legal procedure and timeline for approval of the GCAP both by the appropriate City authority and for its incorporation in the City’s municipal budget, investment plan or equivalent document.

Last, the City should clarify their desired level of public disclosure for the ultimate GCAP draft concerning the amount of information made publically available.

1.2 Map local situation (preparation phase in the prioritisation process elaborated in Section 3)

1.2.1 Map external framework conditions – including financial status, governance and management inventory and analysis

It is valuable for a local government to understand external issues impacting its Green City Action Plan. This requires exploring the international / regional / national and sub-national contexts, including policy / legal, economic, social and environmental relevant contexts, emerging issues, trends and forthcoming policies.

Previous strategic planning or sectoral studies conducted for or by the City should be of particular focus in developing this framework. The GCAP should be informed by these plans, strategies and reports to ensure that the targets or actions identified through previous efforts are considered and potentially integrated into the GCAP.

1.2.2 Map environmental and infrastructure challenges (Collection and assessment of state and pressure indicators)

This is the part of the Green City Baseline where environmental pressure and state indicators are collected, compiled and assessed through the benchmarking methodology (traffic light screening), the trend analysis and legal compliance check. Indicators targeted include the three environmental dimensions (quality of environmental assets, use of resources, and climate change risks) developed in 3.2, and economic activities and services that can be identified as environmental pressure levers – thus target sectors, which include transport, energy, water supply and wastewater (WSS), solid waste, and land-use.

1.2.3 Map local policy framework (Collection and assessment of response indicators)

This is the part of the Green City Baseline where indicators of response to environmental challenges, including policy instruments (such as plans, programmes), investment, behaviour and organisational set-up (incl. roles and responsibilities, procedures, reporting routines), are collected and assessed using a traffic light screening. Also, a consideration of stakeholder groups specific for the identified environmental challenges based on 1.1.4 will be conducted. At this stage it is also important to take a first look into financial status and available resources.

1.3 Assess & prioritize (green city challenges prioritisation process elaborated in Section 3.3)

1.3.1 Technical analysis of green city challenges

The city identifies priority green city challenges by using the PSR indicators and their traffic light assessment carried out in the previous step. The result can be a green city problem tree linking red-flagged state, pressure and response indicators. See Section 3.3 (Proposed green city action prioritisation methodology) for details.
1.3.2 Stakeholder-based prioritisation

The green city challenges identified as a result of the technical analysis within the city administration will be checked and complemented through a stakeholder consultation. External experts and citizens representatives will confirm or reject the relevance of identified green city challenges. See Section 3.3 (Proposed green city action prioritisation methodology) for more details.

1.3.3 Political assessment & Green City Baseline

The step concluding the Green City Baseline includes a formal assessment of the results of all previous steps in order to politically determine priorities to address in the Green City Action Plan. This step will also provide the mandate for elaborating the Plan itself.

If a SEA for the GCAP is required, the outcomes of the Step 1 form the basis for the relevant SEA Stage, namely ‘Setting the context and objectives, establishing the baseline’

### Step 2 Green City Action Plan

**Key question of step 2:**

- Where do we want to go and how do we get there?

**Aim:**

- The “Green City Action Plan” compiles and presents the agreed development vision and objectives for a period of 10-15 years, the targets to towards in a period of 3-10 years, and the scope of actions and targets proposed.

**Primary outcomes:**

- Visions for Green City development drafted in line with priority environmental challenges identified
- Strategic objectives outlined according to environmental and socio-economic dimensions
- Medium-term targets for the long-term strategic objectives identified
- Priority Green City actions defined
- Draft Green City Action Plan compiled

**Indicative timeline:**

- 1st (introductory) period: 6 months
- Following (regular periods): 3 months

### 2.1 Develop a vision (10-15 years)

#### 2.1.1 Develop visions for priority areas

Where do we go from here? This is the question that follows, when the Green City Baseline has given clarification to the question ‘Where do we stand?’

To guide the city’s development and provide a framework for the Green City Action Plan, a Green City strategy statement outlines the vision for a period of 10-15 years, both for the Green City in general and each priority area. These visions will address the priority areas identified in steps 1.3.2 and 1.3.3, and present a qualitative vision of the desired development and achievements considering environmental and socio-economic dimensions. It will be an advantage to develop a positive connotation to the long-term ambition: a vision – an image of the city and general principle that leads development of a strategy and its implementation. This will help to create ownership and backing for the Council’s Green City Action Plan.

To achieve this, the Green City Baseline is used as a starting point for a ‘visioning workshop’ to define or modify the city’s strategic development, with clear links to its socio-economic development and clear indication of co-benefits (green
2.1.2 Determine strategic objectives based on priority areas

Given limited resources, not all environmental challenges can be addressed at a time. Agreement is needed on the strategic objectives that set goals, on a 10 to 15 year time scale, to contribute to the visions outlined. These strategic objectives will form the scope of the Council’s more immediate work for implementing the Green City Action Plan. The objectives should be selected from the priority areas and policy gaps identified in the technical assessment. There should be at least one strategic objective for every vision developed for the city.

These objectives will set the basis for a distance to goal comparison over a 10 to 15 year period. Objectives can relate to “avoidance”, “reduction” or “improvements”, but also to socio-economic aspects based on indicators as provided in task 3.3. Indicators in the pressure-state-response categories can be used to assess cities’ green performance along with additional indicators deemed appropriate.

As a note, only the state and pressure indicators should be used to compare cities based on environmental performance. Response indicators are difficult to benchmark because they are entirely qualitative and “respond” to existing problems. A city does not need to respond to a problem that does not exist (for instance, a city does not need a disaster risk master plan if it scientifically proven that it is safe from all type of natural disasters). Instead, response indicators should be used in a second screening step to identify policy options that should be considered in order to tackle the state and pressure issues initially identified (cf. prioritisation methodology).

2.1.3 Determine medium-term targets for strategic objectives

For each strategic objective, medium-term target(s) will be determined to operationalise the Green City Action Plan. These targets will set benchmarks for the city on the 3 - 10 year timescale and build towards the strategic objectives. Targets should be developed with the intention that the GCAP actions will contribute to their realisation.

2.1.4 Consider scope incl. territory and stakeholders

For appropriate and effective objectives and targets, it is important to clearly consider their scope in terms of territory and stakeholders. The territorial scope depends very much on priority issues. Often, environmental challenges and issues cannot be just treated as local issues. The territorial scope should therefore represent the local responsibility of each environmental dimension, not at least to identify and consider the stakeholders (or partners) involved and relevant for implementing the action. Key stakeholders for the strategic objectives and medium-term targets should be identified to assess the feasibility for the city to effectively address urban issues within each area covered by the strategic objectives and targets.

‘Scope’ may refer to different (environmental) dimensions and aspects and include a thorough consideration of territory and stakeholders as well as urban activities and services (e.g. solid waste management, water and wastewater treatment, etc.), but also resources and budgets available to act with.

If SEA for the GCAP is required, the outcomes of the Step 2.1 form the basis for the relevant SEA stage, namely deciding on scope and setting the appraisal framework (SEA objectives).
SEA objectives in this case will coincide with the strategic objectives of the GCAP. Additional consultations on the scope and objectives may be needed to comply with the SEA requirements.

2.2 Select and prioritise Green City actions (process elaborated in Section 3)

2.2.1 Review of existing Green City initiatives and responses

The selection and prioritisation of Green City actions is composed of five steps, with the first step being a review of existing green city initiatives and responses:

Strategic objectives and medium-term targets will be transformed in actions. The first step in this process is a consideration of the existing responses and initiatives addressing Green City challenges (resulting from step 1.2.2 and 1.2.3). As a result, applied instruments and procedures will be confirmed or adapted to more efficiently and effectively perform to achieve the objectives and targets of the Green City Action Plan. Details are provided in Section 3.3.

2.2.2 Select Green City actions

Following from the identification of priority environmental challenges and policy gaps and drafting the strategic objectives, new actions and measures will be reviewed, considered and adopted by relevant bodies including stakeholders. Actions can be categorised as policy, investments and other initiatives, where policy is concerned with legislative or regulatory measures, investments focus on Green City infrastructure projects, and other initiatives offer partnerships that contribute to the strategic objectives. There should be at least one action for each medium-term target.

The investments identified through this process will form a list of indicative investments, which the city can pursue to meet its objectives and Green City development visions. These investments, like all Green City actions, should address the priority environmental challenges identified and prioritised through step 1.3.

2.2.3 First prioritisation of Green City actions – prioritisation filters

Once the Green City action options are selected, the city should apply prioritisation filters in order to identify those with potentially highest impact in terms of environment (in particular with regard to the state indicators) but also with regard to economic and social objectives described in Section 3.2 and 3.3.

2.2.4. Derive budget implications and indicative investment needs to address priority areas

Impacts on the City’s annual expenditure and capital expenditure (capex) budgets should be estimated and presented in the Green City Action Plan for each selected action separately. This will help to further prioritise selected green city measures according to their cost. In addition, benefits and savings in terms of relevant environmental and socio-economic metrics should be estimated to provide a comprehensive picture and allow for a thorough political consideration of the plan’s actions. The level of analysis for the indicative investments depends on the requirements of the City; however, as a minimum, the estimated capital cost and operating costs should be provided for each indicative investment.

Relevant stakeholders for each action should be presented along with an indicative timeline for the implementation period of each action.

2.2.5. Second prioritisation of Green City actions - Stakeholder-based

The Green City policies, investments and programmes identified as a result of steps 2.2.1 – 2.2.4 within the city administration should be checked and complemented through additional stakeholder consultation. External experts and citizen representatives will confirm or dispute the relevance of identified green city policies.
Simultaneously, a formal assessment of the actions selected should be carried out. A political assessment could help to select some policy and investment options which meet the political agenda of the city, the national government or the international community (climate change). This step would help to ensure final leadership from the Mayor and Council.

The Green City Action Plan presents the findings of all above-mentioned activities and defines the long-term Green City vision and strategic objectives for each priority area. It is structured according to affected environmental dimensions and significant aspects, using indicators and time-related targets and measures for the Council's operations related to the environmental dimensions. The Green City Action Plan also outlines the scope of actions, the targets set and the major actions developed, and the initial steps of implementing the Plan for a period of 1-5 years. It is an overarching strategic document which contains the guiding principles offering orientation for the Council's decision-making and the administration’s implementation work in the mid-long term.

The Green City Action Plan triggers or links to sectoral-focus action plans for different sectors (for example Sustainable Energy Action Plans (SEAPs), which define short-term operational targets and suitable measures that serve as stepping stones to reach the medium targets and long-term objectives. This is to allow an estimation of what is realistically possible in light of available resources and efforts needed. Fine-tuning of the Green City Action Plan is to follow after Council approval at the start of the step Implementation & Monitoring.

The language of the GCAP should reflect that it is a city’s document, and should be written as such including first person pronouns.

It is to be emphasised that communication and involvement are crucial parts for ensuring partnership agreements to implement actions that lead to the fulfilment of targets. Equally important is to inform the wide public about the Green City Action Plan, its objectives, targets and priority actions in an easy and attractive to receive format. This may include written information as well as more interactive methods.

If SEA for the GCAP is required, GCAP communication plan should be developed in line with standard SEA consultation requirements. There will be no need to carry out separate GCAP and SEA consultation processes; unified consultation approach shall be designed, and the possibility to adapt both GCAP and SEA recommendations basing on stakeholder consultations shall be envisaged.

Arrangements for the GCAP’s actions to be incorporated into the City's municipal budget, investment plan or equivalent document should also have been made. Beyond the Plan’s overall approval, future budgetary resources or external finance should be indicatively allocated to implement the GCAP’s actions.

If a SEA for the GCAP is required, the outcomes of the Step 2.3 form the basis for the relevant SEA stage, namely ‘Environmental report’. It is recommended that the stand-alone SEA Environmental Report is produced, summarizing the above SEA stages. SEA Environmental Report shall be used for public consultations on the GCAP Plan. It is important to distinguish SEA Environmental Report and Green City Report, at the former is a part of planning process and should inform the GCAP decision-making, while the latter is an implementation report.
### Aim:
The “Green City Implementation” will operationalise the Green City Action Plan, break it down into concrete tasks, allocate budget, time and staff, and monitor the contribution of each measure to the objectives and targets established in the Plan. This will include building political support for the Plan’s targets and actions by linking to municipal budget resources and reaching out to key government members.

### Primary outcomes:
- Initiating and running projects as part of a comprehensive Green City Action Plan.
- Monitoring of implementation of actions and progress towards objectives and targets.
- Political Commitment to Green City Action Plan.
- Mitigation of environmental challenges and risks / environmental improvements started.
- Consideration of financial resources in municipal budget.
- Established implementation partnerships.

### Indicative timeline:
- 12 - 36 months

#### 3.1 Engage politicians and their bodies

<table>
<thead>
<tr>
<th>3.1.1 Prepare political framework</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developing and maintaining political Green City commitment will remain a long-term activity involving major political groups, including the Mayor, other high-level politicians, different stakeholders and the general public at all steps of the Green City planning and management cycle.</td>
</tr>
<tr>
<td>However, before the actual Council debate, it will be important to inform major political groups inside and outside the City Council about process, results and draft Green Action Plan. This will allow collecting views, frequently asked questions and (counter) arguments to take on board prior to the actual council decision, but also to provide supplementary information. This follows two purposes:</td>
</tr>
<tr>
<td>Firstly, it prepares the political groups and councillors to have a meaningful debate on the contents of the Green City Action Plan.</td>
</tr>
<tr>
<td>Secondly, it prepares the ground for the approval of the Green City Action Plan in the council. It also helps to create political support later on, during the implementation of the Green City Action Plan.</td>
</tr>
<tr>
<td>The results of step 1.2.1 will thoroughly be reviewed in light of priority areas strategic objectives of the draft Green City Action Plan. From this, activities will be scheduled and sequenced to inform the political debate.</td>
</tr>
</tbody>
</table>

#### 3.1.2 Inform political debate

<table>
<thead>
<tr>
<th>3.1.2 Inform political debate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debate is required and it leads, finally, to the formal political approval of the Green City Action Plan by the city council gaining legitimacy. This step will implement the information of political groups and champions in preparation of the Council’s decision.</td>
</tr>
<tr>
<td>Actions may include:</td>
</tr>
<tr>
<td>Inform the major political groups and specialised committees.</td>
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<tr>
<td>Organise informal briefings and discussions with the responsible political leaders, mayors or deputy mayors, key</td>
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</table>
persons in the political parties and involve, if appropriate, presentations from external experts and politicians.

Organise informal visits from politicians, key decision makers or specialised committees to front-runner cities that have implemented lighthouse projects and Green City Action Plans. Concluding from the implementation of these activities, questions, views and (counter) arguments will be considered to prepare for the draft Council resolution and presentation of the draft Green City Action Plan.

<table>
<thead>
<tr>
<th>3.2 Prepare council resolution</th>
<th>3.2.1 Consider formal requirements</th>
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<tbody>
<tr>
<td>In preparation of the Council resolution, the formal requirements and corner-stones in terms of timing, due-dates, and format need to thoroughly be considered and respected. At best, agreement with the Mayor and council of elders (usually responsible for the political calendar) will be sought on the appropriate time to present the draft Council resolution to the political bodies.</td>
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<thead>
<tr>
<th>3.2.2 Draft council resolution</th>
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<tbody>
<tr>
<td>The Green City Action Plan establishes the Council’s commitment by quantitative strategic medium-term and operational short-term targets related to environmental dimensions, serving to guide the implementation of related measures. Thus, a formal political approval is requested to officially launch the Green City Action Plan and mandate related measures and management activities. With its approval the Council will establish the Green City Action Plan as the city’s development vision, and legitimisation, mandate and resource the plan’s implementation. Further to this, it is deemed essential to also make the organisational setup – roles, responsibilities and procedures – part of a formal council resolution. Finally, budgetary considerations must not be ignored when formulating the draft council resolution.</td>
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</table>

The draft Council resolution should:
- make clear references to the original decision to implement the Green City Action Plan and the related management procedures;
- give reference to general background (laws, programmes, strategies and charters related to sustainable development and Green City dimensions);
- refer to the main decisions taken and commitments signed up to by the city council related to the environmental dimensions addressed in the Green City Plan;
- include the draft Green City Action Plan proposal and the Green City Baseline as annexes.

<table>
<thead>
<tr>
<th>3.2.3 Prepare presentation and council meeting</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Council meeting will be a peculiar and decisive moment. Most of the Councillors may not have been involved in the process. Complex information needs to be understood and digested and far reaching commitments made in a relatively short period within one meeting. This needs thorough preparation and a presentation that will allow catering for the above mentioned requirements. At best, potential counter-arguments and frequently asked questions could be collected in advance and responses included in the presentation. In support of this, in the run-up to the council meeting, the draft Council resolution could be presented at both specialised committees and political party meetings to prepare grounds for the decisive meeting of the Council.</td>
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</table>
If a SEA for the GCAP is required, outcomes of the Steps 3.2.2 and 3.2.3 should include the SEA statement showing how the assessment was undertaken, how public views and stakeholder consultation was taken into account, and the draft monitoring regime.

### 3.3 Establish implementation partnerships

#### 3.3.1 Publish Green City Action Plan

Publication of the Green City Action plan is not only a formal requirement following the Council resolution, but should be implemented as a particular activity of stakeholder engagement to develop ownership of the plan beyond the Council. This may include proactive presentation at meetings of the stakeholder groups or – even better – a public Green City launch event to motivate engagement of stakeholders in and launch implementation partners for the implementation of the plan. The format of the report and means of publication should be previously agreed as described in Step 1.1.5.

If a SEA for the GCAP is required, SEA Environmental report should be disclosed in parallel with the Green City Action plan.

#### 3.3.2 Engage stakeholders and form alliances

Due to the many environmental dimensions included in the Green City Action Plan, a number of different actors are involved and responsible for carrying out particular actions. The latter is of particular importance as budgetary limitations as well as limits to competence and power will require contributions of all parts of society to implementing appropriate and high-level performance Green City Action.

Thus, partnerships are key to the successful preparation and delivery of specific projects and solutions. While engagement with various possible partners is an ongoing activity, it is especially important to find and set-up arrangements with partners that can help to deliver on identified priorities and projects. This also helps to spread the responsibilities and risks.

Indeed, cooperation across the administration as well as with various stakeholders that take responsibility for implementing projects assures buy-in to the implementation process.

#### 3.3.3 Formalise action and implementation partnerships

Joint activities and implementation partnerships should be formalised for the sake of trust and reliability and provide a secure platform for implementing key measures of the Green City Action Plan and deliver on identified priorities.

### 3.4 Implementation Plan for key measures

#### 3.4.1 Refine generic Green City Action Plan and mobilise investment

Refinement of the action plan is a two-tier exercise: the 1st tier involves the overall coordination of the generic action plan, the 2nd tier the implementation of individual projects, thus, the step from an action number in the generic action plan to a particular project.

Measures earmarked in the generic Green City Action Plan will turn into fine-tuned project plans that include proper assignment of roles and responsibilities incl. lead actors, planning of work-flow and time for delivery, technical and spatial planning, project impact assessment, financing and resourcing options as well as stakeholder involvement.

This detailed planning could relate equally to large infrastructural projects, for example in the transport sector, but also to smaller, lower-cost but equally valuable measures such as internal municipal energy reduction initiatives or engagement campaigns.

The 1st tier remains in the immediate responsibility of the Green City Plan coordinator or task force. The scope of activities will include the entire municipal territory and all areas of urban development addressed. Activities involve the following steps:
1. Assignment of roles & responsibilities

2. Communication and involvement strategy and staff training programme

3. Refined implementation plan including:
   - Work-/time-plan for the implementation of the generic action plan
   - Allocation of resources / Planning overall finances
   - Programme impact assessment: estimating possible effects/side effects (environment, economy, society, institution)

4. Action Plan implementation

5. Monitoring of Action Plan implementation

An integrated element of good management and planning is the assessment of potential impacts, side-effects, and rebound effects of planned programmes or projects. To this end, Strategic Environmental Appraisal (SEA) at tier 1 – level, i.e. programmes and plans, and Environmental Impact Assessment (EIA) at tier 2 – level are required by EU legislation and could be used as reference to proactively facilitate the assessment of potential impacts of any measure in all respects.

3.4.2 Plan implementation of selected key measures

The existing overall action plan is further developed, including timelines for delivery, lead actor, and financing options for a range of short, medium and long-term measures, across and beyond sectors.

Priority measures are subject of detailed implementation planning, including the assignment of and roles and responsibilities, preparation and implementation of tendering processes, development of financial model options that would ascertain the actual outflow of funds, payback periods, etc. This is conducted with experts, making a clear business case per project.

The 2nd tier responsibility will be assigned to a project coordinator or team. It involves similar steps as previously described above in the 1st tier. However, the scope of activities is limited to one particular project and often even to one particular site. Tasks will therefore be more specifically connected to a certain thematic area (e.g. transport, energy, or green infrastructure). Individual steps of project implementation employed will include:

1. Assignment of roles & responsibilities for project implementation;

2. Project communication and involvement process;

3. Project planning including work-/time-plan, allocation of project resources and planning project finances and assessing risks, technical planning, project impact assessment: estimating possible effects/side effects (environment, economy, society, institution);

4. Project implementation;

5. Project monitoring: Measuring project impact;
To generate full support by decision makers and investors, it is important to present a comprehensive business plan that both in short and long-term perspective and over the full life-cycle of a project.

**3.4.3 Execute measures**

Measures will be executed and monitored according to the established implementation plan and monitoring scheme.

**3.5 Monitor implementation and progress**

**3.5.1 Set up monitoring scheme**

All measures and projects of the Green City Action Plan ultimately contribute to the Council’s agreed objectives and targets. Thus, continuous monitoring of progress is integral to the implementation phase oriented at preparing the ground for appropriate evaluation of process and performance as well as targeted reporting in the final stage of the management cycle.

Each individual project also needs to be monitored, which requires monitoring of implementation of actions (defining what data needs to be captured, who will capture, what stages need to be reviewed and also to set milestones), and related environmental improvements.

**3.5.2 Implementation monitoring**

Monitoring is not an “event” that occurs at the end of a project, but rather is an ongoing process that helps decision-makers better understand the effectiveness of actions. An effective monitoring programme requires collecting and assessing important data on a continuous or periodic basis throughout the management period and also when implementing a project.

The monitoring programme employs a mechanism to track the status of implementing projects (started/not started, done/not done). However, ‘action tracking’ would need to be accompanied as far as possible by monitoring impacts of projects according to the Green City Indicators and in regard of progress made towards the agreed targets. Various impacts – of course, can only be detected long-term (e.g. improved air quality, GHG emissions). Others, however, can be monitored immediately and continuously (e.g. energy consumption).

**3.5.3 Control progress**

Good management practices include regular monitoring on both a short- and long-term basis. The monitoring programme provides ongoing, systematic information that strengthens project implementation and prepares for appropriate reporting and evaluation. It also provides an opportunity for assessing the implementation process continuously and periodically by:

1. Comparing implementation efforts with original goals and targets (“Are actions being implemented?”),
2. Determining whether sufficient progress is being made towards achieving expected results and (“Will targets be achieved?”),
3. Determining whether the time schedule is respected.

**3.6 Implement corrective measures**

**3.6.1 Consider monitoring results**

For the purpose of targeted evaluation, it is therefore suggested to follow the “pressure – state – response” model (PSR) as analytical and systematic framework to monitoring. Applying PSR, it becomes obvious that all of the three areas need to be considered.

To take a concrete example, if you want to consider the effectiveness of an action included in the Green City Action
Plan, say extending the local bus system in order to reduce GHG emissions from the transport sector, you would measure and consider:

- How many buses and new connections have been introduced (response);
- Whether number of passengers in public transport has increased as a result of the extension of public transport (state);
- Or if individual transport has decreased (independently of this action, maybe due to related measures in the action plan, like e.g. higher parking fees in the inner city) (pressure).

Duly and accurately documented monitoring also involves reporting on progress concerning your local capability and capacity to respond to environmental improvements at agreed intermediate stages (e.g. after six months). This provides interim information for senior management and political committees. Monitoring reports, therefore, also serve to keep senior managers and Council informed with regard to state of implementing the Green City Action Plan on a regular basis.

3.6.2 Plan and implement corrective measures

It might be the case that the monitoring detects deviations from the set targets, deficiencies with regard to the implementation of the Green City Action Plan and needs to correct, strengthen and improve activities. Also, unexpected events might change framework conditions for implementing the plan: a new investor is interested in developing an area, an extreme weather event puts emergency on upgrading an infrastructure. In this case, corrective measures can be taken as soon as possible, and damages or losses minimised.

3.6.3 Monitor impact of corrective measures

All corrective measures will need to be closely monitored and impacts duly and accurately documented.

If a SEA for the GCAP is required, Steps 3.4 – 3.6 should include relevant provisions for environmental, social, and health impacts/mitigation/enhancement measures

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**Step 4 Green City Reporting**

**Key question of step 4:**

- What have we been able to achieve – and how?

**Aim:**

- The "Green City Report" will analyse successes and failures during the implementation period, provide the basis for taking further political decisions and inform Council, stakeholders & the public on what the city has done and achieved

**Primary outcomes:**

- Institutionalised evaluation, audit and reporting system in use.
- Green City Report reflecting achievements based on objectives and targets established in the Green City Action Plan.
On-going and increasing environmental improvements.
New policy options identified to accelerate Green City development.

<table>
<thead>
<tr>
<th>Indicative timeline:</th>
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<tbody>
<tr>
<td>- Suggested to implement as annual report, i.e. 12 months from Council decision</td>
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<tr>
<td>- Duration of phase ca. 3 months</td>
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**4.1 Evaluate process and achievements**

**4.1.1 Evaluate effectiveness of process**
Evaluation commences the last step of the cycle, but also provides the basis for starting a new year with a new cycle. It analyses what has happened during the year in order to understand why things happened or failed to succeed. Whilst monitoring provides response to the question ‘what is happening?’, evaluation rather looks at ‘why is it happening’, ‘are the changes significant’ and ‘are the changes in line with commitments and requirements’.

The first step would be an evaluation of the GCAP process, its applied procedures, capacities, roles & responsibilities, partners and actions, will be implemented. It will also help to identify successes, challenges, gaps and barriers in meeting the overall objectives set out in the Green City Action Plan, especially analysing the degree to which the process has been institutionalised and integrated into city planning.

In this regard, a multitude of international organisations can provide support for specific parts of the evaluation process (4.1), or the entire process. The OECD, for instance, has several initiatives for reviews and evaluations (cf. Annex 1).

**4.1.2 Green City Benchmarking**
This second step is an evaluation of the implementation of the Green City Action Plan and specific projects / actions, using results from the monitoring process. Effectively, a benchmarking will be conducted. Benchmarking is the process of comparing one's organisational processes and performance to bests and/or best practices from others. Benchmarking has become a major element of cities' evaluation. Green City Benchmarking is supported by particular benchmarking instruments developed in accordance with this methodology. A traffic light screening is applied to each indicator to simplify the assessment (green light = high performance; amber light = medium performance; red light = low performance) and compare cities' performance against established benchmarks or proposed indicative benchmarks. The boundaries between each of the three “lights” will be determined on a case-by-case basis, following existing standards or by default data ranges extracted from the literature for quantitative indicators, and subjective boundaries for qualitative indicators. Cities can identify the most urgent area of action thanks to indicators classified as “red”.

**4.1.3 Evaluate effectiveness of measures/investments to address environmental challenges and risks**
The third evaluation step of the Green City Action Plan will pitch the evaluation results by considering modifications of the framework conditions compared to their outline in the Green City Baseline. This consideration is relevant to avoid misleading conclusions and recommendations. To do so, modifications in framework conditions and socio-economic impacts will be reviewed and potential impacts considered on conclusions drawn from the first two evaluation steps.

A number of tools are available to support carrying out the evaluation exercise. These tools usually follow different commitments and / or requirements and serve different purposes, incl. surveys, written feed-back by stakeholders (e.g. based on guiding questions or a feed-back grid, a questionnaire or alike), and evaluation workshops.
4.2 Implement audit

4.2.1 Implement internal audit
The internal audit is an important means of verification of both process and results. Whereas an evaluation usually is coordinated and facilitated by persons involved with the implementation of the Green City Action Plan, the ‘internal auditor’ is not. The auditor is usually a person from within the administration, but not directly implied in the implementation process.

An efficient way of performing the internal audit is by connecting it to the governments’ controlling system. Particularly advanced local governments tend to integrate their management systems. Green City targets, for instance, are being made part of internal performance agreements with departments and staff and integrated in the annual controlling of municipal spending and accomplishment of municipal budgeting and performance target. These, however, have to be approved as key performance target by the Council.

Another possibility to conduct an internal audit is a peer review: a colleague or team from another city realises the audit in your city and vice versa. Either way, the auditor follows a given scheme and evaluates all elements of the Green City Action Plan at a given point in the cycle.

4.2.2 Implement external audit
An external audit is usually an assessment by an independent, certified environmental verifier - often referred to as third-party’s audit. An external audit is for example required to obtain an EMAS registration or an ISO 14001 certification. In future, ISO 37101 might provide a basis for audits of management systems for sustainable development of communities, as well. It is only after the auditor has “validated” the management system that it may be termed an approved standard management system according to the resp. standard’s criteria. But also, audit requirements may arise from voluntary engagements and need to be respected in order to comply with the commitment. Non-compliance might lead to exclusion from the commitment.

The auditor carries out the validation in two steps: a review of the documents and an on-site visit.

In light of the results of the audit as well as necessary corrections the evaluation results will be updated as a basis to draft the Green City Report.

4.2.3 Audit response action
The audit may lead to further demand and requests regarding both process and performance. For instance, the auditor might detect deficiencies in the organisational set-up or deviations from the agreed key actions and implementation plans that need explanation. Findings of the audit report may be due to immediate response to the audit report or to further considerations for the subsequently following Green City Action Plan period. Both, audit results and response options should be documented and included in the Green City Report.

4.3 Report results

4.3.1 Draft Green City report
The Green City Report has essentially two key goals: to inform the decision makers about the consequences - successes and failures - of their actions and to inform the public about the progress of the city towards environmental performance.

Concluding the management period, the administration will prepare a report presenting the City Council’s achievements compared to the targets established and approved in the Green City Action Plan, and analyse both procedures and measures in regard of their contributions to the results. This report serves as a balance of the Council’s Green City commitments and targets, as foundation for reconsidering political strategies and priorities, and
as guidance for decisions regarding the forthcoming management period.

Content-wise, the public report should do an effort to reward and recognise those activities that involved implementation partnerships between the Council and local stakeholders. It should be understood that the report not only is to present achievements but also to increase ownership of the community of the Council’s Green City Action Plan and, most importantly, community’s own contribution to their implementation. As an example, the report could include effective private initiatives, e.g. energy efficiency measures, solar panels or green roofs on private buildings, citizens’ transport and mobility efforts.

A specific reporting purpose might be connected to investments into infrastructure projects following environmental criteria, e.g. financing programmes from the European Regional Development Bank usually depend on requirements in regard of targeted action following long-term strategy and well established monitoring and documentation of project impacts. These, however, may be most important to implement measures and projects from the Green City Action Plan. The reporting, once established, can serve as the main mechanism to comply with such requirements, as well.

4.3.2 Present Green City report and ensure sufficient public disclosure and communication of achievements aimed at maximising citizens’ engagement and buy-in for subsequent GCAP cycles.

The Green City Evaluation Report must be presented differently to different target audiences. It implies a different format, different language and various modes of distribution.

An important consideration is who is actually to present the report. As the report ultimately is presenting achievements according to a Council commitment on targets in the Green City Action Plan, it should be presented as a ‘Report of the Lord Mayor’, being him or her the highest representative of Council and administration. This perspective impacts ‘tone’ and form of the report. But more importantly, political ownership and commitment is both strengthened and presented to the public.

The language and style of reports may change depending on the audience; however, the information conveyed needs to be consistent and accurate. It is important to keep the public informed of the progress toward achieving the targets set in the Green City Action Plan. This will require an effective communication programme to provide regular information, but also to report citizens’ reactions to implementing institutions (collect feedback!).

4.3.3 Draw conclusions and prepare for subsequent cycle

Based on the evaluation, the Council is now in a position to identify new sector areas, as well as revised priorities and actions (based on an assessment of needs, challenges and opportunities). These should reflect enhanced ambitions for scaling-up action towards Green City development and optimise the institutionalisation process. This will also take into account any changes in the national and international contexts. Essentially this step prepares for starting off the subsequent management cycle and to update the Green City Baseline.
## Annex II
Progress Monitoring Plan template

<table>
<thead>
<tr>
<th>City</th>
<th>Country</th>
<th>Sector</th>
<th>Code</th>
<th>Vision</th>
<th>Target</th>
<th>Actions</th>
<th>Investment / Policy</th>
<th>Implementing Body</th>
<th>Source of Funding</th>
<th>Potential Support</th>
<th>Status Implementation</th>
<th>Note</th>
<th>Date</th>
<th>Entered by</th>
<th>Verifiable target</th>
<th>Status meeting targets</th>
<th>CAPEX (€)</th>
<th>OPEX (over 5 years) (€)</th>
<th>Debt &amp; Advisor costs</th>
<th>Funding need</th>
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- Consultant to fill in during the GCAP assignment
- OL should contact the city and other relevant implementing bodies and update every year
- OLs or GCAP manager to fill in if EBRD can support implementation
### 10 Annex III
Impact Monitoring Plan template

<table>
<thead>
<tr>
<th>City</th>
<th>Country</th>
<th>Indicators</th>
<th>Indicator Code</th>
<th>Sector</th>
<th>PSR</th>
<th>Trend</th>
<th>Colour</th>
<th>Figure (In Indicator Database of GCAP)</th>
<th>Data Source / Contact Detail</th>
<th>Related Actions (Major Impact)</th>
<th>Related Actions (Medium Impact)</th>
<th>Related Actions (Minor Impact)</th>
<th>Figure (3 years after GCAP finalisation)</th>
<th>Colour code</th>
<th>Figure (5 years after GCAP finalisation)</th>
<th>Colour</th>
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Consultant to fill in during the GCAP assignment

OL to update after GCAP implementation
Stakeholder Engagement Guide