



National Peer-Learning plan for Poland

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**Association of Municipalities Polish Network
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1. Introduction

This document presents the Polish peer-learning plan guiding networking and peer-learning between forerunner and committed cities selected in national competition organised within the MULTIPLY project.

The aim of the project, the full name of which is “Municipal peer-to-peer learning in integrating transport, land-use planning and energy policy at district level” is to encourage and capacitate local authorities to uptake **integrated urban planning measures** at district level by engaging them in a dedicated exchanges, trainings and development of action plans for energy efficient development of selected territory (which can be a district or whole municipality).

By integrated urban planning we mean planning that combines elements of **sustainable transport, sustainable land-use** and **sustainable energy**. Thus it establishes grounds for concerted actions allowing to reach for full energy-saving potential of the territory, at the same time making it a convenient and comfortable place to live.

The **forerunner cities** are those who already tested and implemented integrated planning solutions, either on a municipal or a district level, and already have some interesting experiences and results to share.

3 Polish forerunner cities are the following:

Bydgoszcz – city of 350 000 inhabitants located in Kujawsko-Pomorskie voivodeship. Their main achievements include:

- Establishment and model functioning of the energy management office counting 5 people.
- Being part of the global Covenant of Mayors movement (both editions). By signing the Covenant the city first committed to reduce its GHG emissions by 20% by 2020 and later – to reduce its GHG emissions by 40% by 2030 and increase resilience to already observed local impacts of climate change.
- Starting and consequent following the path to become energy self-sufficient.
- Many already implemented projects aiming at reducing own climate impact, including: thermal retrofitting of public buildings, introduction of automated monitoring and management of energy and water consumption, expansion of district heating network and connecting new consumers to the network, construction of 3 co-generation units and numerous investments in renewable energy sources (including



building RES demonstration center, biogas plant, PV installation on the city hall and municipal waste incineration plant ProNatura.

- Paying attention to climate education and raising climate & energy awareness of citizens.

Piastów – city of 24 000 inhabitants located in Mazowieckie Voivodeship. Their main achievements include:

- Being part of the global Covenant of Mayors movement. By signing the Covenant the city first committed to reduce its GHG emissions by 40% by 2030 and increase resilience to already observed local impacts of climate change.
- Successful implementation of Low-Emission Development programme until 2020 which is now being updated to the Sustainable Energy and Climate Action Plan until 2030.
- Many-year investments in energy efficiency and renewable energy sources.
- Implementation of integrated municipal planning on the whole city level, which includes adequate planning of road network, development of cycling paths, organisation of energy management center, supporting intermodality, construction of energy efficient public buildings and facilities, creating preconditions for reduction of low-stack emissions and elimination of smog.

Sztum - city of 18 000 inhabitants located in Pomorskie Voivodeship. Their main achievements include:

- Hiring municipal energy manager
- Being part of the global Covenant of Mayors movement (both editions). By signing the Covenant the city first committed to reduce its GHG emissions by 20% by 2020 and later – to reduce its GHG emissions by 40% by 2030 and increase resilience to already observed local impacts of climate change.
- Commitment to achieve climate neutrality in the long term.
- Implementation of energy management system following ISO 50001.
- Engaging in partnership with German city of Ritterhude and French city of Val de Reuil, covering the areas of spatial planning, environmental protection, sustainable tourism and energy saving.
- Many implemented projects aiming at reducing own climate impact, including thermal retrofitting of buildings, investments in renewable energy sources (wind farms, PV plants), modernisation of street lighting, establishment of Sztum Energy Cluster, development of cycling infrastructure, environmental education.



The **committed cities** are those that have the ambition and potential for the implementation of new, integrated urban projects supporting energy efficiency on a municipal or district level but don't have such experiences yet. They already have a clear vision how they want to develop in the long-term but need improved capacities to plan and implement concerted energy efficiency measures.

4 Polish committed cities are the following:

Grodzisk Mazowiecki - city of 45 308 inhabitants located in Mazowieckie Voivodeship. Their main ambition, up-to-date achievements and future plans include:

- **Ambition:** to gain thematic knowledge and experience and to undertake further actions in the area of sustainable energy, transport and land-use planning with the overall goal of increasing city's energy efficiency and reducing GHG and other pollutants emissions; being a modern, developing, clean and environmentally friendly city which follows the principles of "smart city".
- **Already implemented activities aiming at reducing climate impact:** numerous energy renovations of buildings (both public and multi-family residential buildings), co-financing replacement of old and inefficient boilers fired with fossil fuels, providing energy consultation services to the citizens, supporting installation of PV plants on private households, installation of 2 charging stations for electric vehicles, establishment of 2 park&ride spots, introduction of the Grodziks City Bike, revitalisation of many city areas.
- **Planned activities:** modernisation of public lighting combined with introduction of lighting management system, investments in PV (including PV plant supplying waste incineration plant and PV installations on public buildings), purchase of 2 electric buses, installation of new charging stations for electric vehicles, implementation of smart transportation systems, building new facilities, including new town hall, following the principles of energy efficiency.

Mińsk Mazowiecki - city of 40 500 inhabitants located in Mazowieckie Voivodeship. Their main ambition, up-to-date achievements and future plans include:

- **Ambition:** to share own experience and at the same time take benefit of useful experiences and best practices of other cities that will allow to implement further measures improving quality of life in the city and ensuring its sustainable social and economic development.
- **Already implemented activities aiming at reducing climate impact:** development of new local spatial development plans for selected city areas, development of the city climate adaptation plan, modernization of public lighting, building of district heating plant, launching free public transportation, construction of cycling paths,



launching pro-climate local regulations (e.g. introducing condition that tree logging must be followed by new plantings, prohibiting heating with solid fuels in new buildings).

- **Planned activities:** introduction of the city bike, further modernisation of public lighting, increasing the soft landscaped area factor, reduction of solid fuel-based heating in existing buildings.

Ostrołęka - city of 52 000 inhabitants located in Mazowieckie Voivodeship. Their main ambition, up-to-date achievements and future plans include:

- **Ambition:** to ensure coherence, transparency, consistency and complexity of all strategy documents developed and implemented in the city; to plan further development in a way that will not put a burden on the citizens and at the same time will ensure increasing energy efficiency and improving air quality.
- **Already implemented activities aiming at reducing climate impact:** thermal retrofitting and replacement of heat sources in buildings owned by the city; modernisation of district heating network, purchase of electric buses, introduction of free public transport and the city bike; construction of cycling paths, update of the local spatial development plans, development of the new study of land use conditions and directions.
- **Planned activities:** replacement of lighting with energy efficient one, using RES for electricity and heat production, construction of new cycling paths and city by-pass road, maximum coverage of the city with local land use plans, adapting provisions of these plans to changing needs.

Siemianowice Śląskie - city of 65 000 inhabitants located in Silesian Voivodeship. Their main ambition, up-to-date achievements and future plans include:

- **Ambition:** to further develop a city following a SMART city rule, i.e. to ensure its sustainable development with the optimal use of available resources and funds.
- **Already implemented activities aiming at reducing climate impact:** modernisation of selected buildings, installation of RES, construction of cycling paths, introduction of intermodality, optimisation of waste management.
- **Planned activities:** further construction of cycling paths and development of intermodality, development of e-mobility, implementation of energy efficiency monitoring in public buildings, introduction of infrastructure solutions within GREEN CITY area.

The analysis of the questionnaires submitted by the candidate cities allowed to draw 2 important conclusions:



- Also the committed cities already have important experiences and good practices that they can share with forerunner cities, Therefore the exchange can be mutual and benefiting for all parties involved.
- Learning about the cities ambitions and concrete plans for the future helps to fine-tune the peer-learning and training activities making sure that they are as adapted as possible to the participating cities' actual needs.

The overall aim of the Polish peer-to-peer learning programme is to increase the capacities of municipal decision makers and staff (technical and communication) to effectively plan further development of their cities in an integrated and sustainable way, enabling to reach for full energy efficiency potential and at the same time ensure comfort of living and working for the citizens. With their increased capacities, the committed cities will develop institutionalized Energy Plans for the energy efficient development of their municipalities or model districts.

An important component is also the possibility to engage in an European exchange and learn more about the foreign cities approaches and best practices (this will be achieved i.e. via engagement of the Dutch partner experience in integrated municipal planning and opportunity to take part in the big European Exchange Conference).

The peer-to-peer exchanges will be based on a few important principles, to ensure a successful cooperation, which will benefit committed cities and forerunners alike. These include:

- Involvement of all key stakeholders – decision makers, technical staff and communication staff;
- Mutual exchange of experience, know-how and ideas – the key assumption is that everyone has something interesting to share and something to learn from the others;
- Ensuring adequate balance between lecturing (passing “theoretical” knowledge), sharing own know-how and co-creating new solutions using different co-creation and cooperation methods;
- Combining trainings with study visits enabling to see how best practices work in practice;
- Encouraging participants to share not only best but also worst solutions to enable others to avoid repeating the same mistakes;
- Establishing long-term networking and connecting people beyond the project scope.

The MULTIPLY peer-to-peer learning programme aims to help local authorities to implement own ambitious energy efficiency plans within their municipalities and districts.



2. The objectives of the peer-to-peer exchanges between Polish forerunner and committed cities

The MULTIPLY peer-to-peer learning programme should help the participating cities to:

- gain new knowledge, skills and competences supporting implementation of integrated urban solutions leading to the reduction of energy consumption, GHG emissions and improvement of air quality within a city;
- collect ideas for new activities and solutions to be implemented on the local level;
- solve specific problems faces by the city;
- establish frameworks and structures supporting integrated urban planning, including development of the action plan for energy efficient development of a city or its selected area;
- establish contact and cooperation with other cities willing to develop in a sustainable way;
- develop general guidelines for Polish cities concerning integrated urban planning.

3. Tasks of the different project participants in Poland

Association of Municipalities Polish Network “Energie Cités” (PNEC), Polish partner of the project, will be responsible for the overall management of the peer-to-peer exchanges, inviting and mediating between relevant actors, and organizing trainings and study visits in cooperation with the hosting city. It will also initiate and moderate the collaborative process of working on the local/district Energy Plans for committed cities. Moreover, the partner will be responsible for documenting and evaluating the exchanges, as well as gathering inputs that will feed into the national guidelines for integrated planning.

Forerunner cities will attend min. 5 out of 6 networking meeting planned and will host at least one of them combining it with a study visit during which the participants will be able to see some of the best practice examples in reality.

Committed cities will participate in all 6 networking meeting, using the opportunity to work on the following steps of the energy planning process. It is also possible to organize one of the trainings/networking meetings in one of them, also combining it with short study visit.

All cities will delegate contact persons for the project, who will take part in the exchanges and make sure to spread the results within the city administration to make sure that further energy planning is really a collaborative and integrated process. Contact persons should be delegated for the three target groups of the project:

- **Decision makers** (mayor, vice-mayor, councilors, heads of departments)
- **Technical staff** (officers from departments responsible for energy, transportation, buildings, land use plannings, etc.)



- **Communication staff** (officers from departments responsible for communication, PR, cooperation with citizens and local stakeholders, etc.)

Each training/networking meeting will be attended by min 1-2 representatives of the cities involved and the costs of their participation will be covered from the project.

The cities will also delegate an English-speaking person for the Big European Exchange planned in November 2020.

4. Peer-to-Peer Exchange Overview

The diagram below shows the structure and order of peer-to-peer exchanges planned within the project, as well as their target groups:





Each training/networking meeting will follow the same structure:

- Introduction
- 1st thematic session (short presentation, workshop, sharing FC experience)
- 2nd thematic session (short presentation, workshop, sharing FC experience)
- Examples of good practices + study visit

Each meeting will also bring the CC one step further on the path towards the elaboration of the local/district energy plan.

Before each meeting both FCs and CCs will receive tasks/material to prepare for the exchange and afterwards they will receive conclusions from the exchange and "homework", e.g. starting stakeholders engagement for collaborative integrated planning process.

In between the physical meetings also on-line ones (webinars) are foreseen. The 1st one was already organized in January 2020 to introduce the project and project tasks in more detail, as well as prepare the cities for the exchange series.

5. Possible topics of peer-to-peer exchanges

Specific training and exchange topics will be defined from meeting to meeting, based on the outcomes of previous meetings, current needs and the pace of work on local/district energy plans. Below there is a list of pre-identified topics potentially interesting for the 3 project target groups:

Target group	Potential topics
Local decision makers	<ul style="list-style-type: none"> • Integrated urban planning and its benefits • Establishing favourable framework for integrated urban planning:: <ul style="list-style-type: none"> ✓ (strategic framework – vision, targets,... ✓ organizational framework – structures,, resources ✓ division of tasks and responsibilities, meetings, reporting and feedback ✓ monitoring structures and regime • Stakeholders mapping and engagement (both internal and external stakeholders) • Financing integrated urban planning • Political leadership • ...
Technical staff	<ul style="list-style-type: none"> • Integrated urban planning and its implementation in practice • Model solutions to be implemented in the energy, transportation and spatial planning sectors and their impact/links to other sectors • Methods and tools supporting cross-sectoral integration of local measures aiming at reducing city's energy consumption and climate impact • Efficient collaboration and coordination of activities with key stakeholders • Development of model local/district Energy Plans and their links to SECAP • ...
Communication/PR Staff	<ul style="list-style-type: none"> • Integrated urban planning and how to speak about it • Efficient communication and collaboration with local community • Ensuring social support for implemented measures • Increasing public participation in the area of climate & energy

To better adapt the trainings/exchanges to the needs of participating cities, PNEC also asked to identify the main barriers and challenges they face, needs that they have, as well as the topics that they would be especially interested in. Below is the summary of the interviews. The answers which came up most often are highlighted in bold - especially them need to be taken into consideration when planning specific exchanges, although not all issues (e.g. national political framework) can be fully addressed by the project.

Barriers	Needs	Suggested training/exchange topics
<ul style="list-style-type: none"> • Mental barriers <ul style="list-style-type: none"> ✓ Low social activity (e.g. low participation in public consultations) ✓ Lack of energy/climate education ✓ Insufficient social awareness • Political barriers <ul style="list-style-type: none"> ✓ Inconsistent and unstable State policy ✓ "Political opposition" within the local administration ✓ Lack of full governance over the investment processes • Technical barriers <ul style="list-style-type: none"> ✓ Limited staff resources ✓ Lack of areas for new investments (existing areas are limited by national road infrastructure, ownership problems, etc.) • Financial barriers <ul style="list-style-type: none"> • Lack of funds for investments • Unstable financial situation of local self-governments 	<ul style="list-style-type: none"> • Improvement of the quality of public space <ul style="list-style-type: none"> ✓ Further development of public transport and increasing its share in modal split ✓ Implementation of smart lighting management system and ITS ✓ Reduction of low-stack emissions and noise ✓ Increasing the number & length of well communicated cycling paths • Development/update of necessary documentation (strategy documents and plans) <ul style="list-style-type: none"> ✓ Update of local spatial development plans ✓ Verification and update of already existing municipal strategies ✓ Development of the Energy Plan ✓ Analysis of the feasibility study for the development of energy supply systems ✓ Implementation of solutions that will prevent the developers from getting around existing rules (e.g. <i>lex developer</i>) • Establishment of the multidisciplinary team working on the spatial planning and management • Finding funding sources for necessary actions and investments • Ways of reducing energy consumption and cost • (Environmental) education of the citizens 	<ul style="list-style-type: none"> • Financing measures/ investment <ul style="list-style-type: none"> ✓ Financial and economic assessment of energy investments ✓ Raising funds • Adaptation to climate change <ul style="list-style-type: none"> ✓ Water management within a city ✓ Green and blue infrastructure ✓ Key elements of the climate adaptation plan ✓ Good practices concerning green spaces management and cultivation ✓ European good practices in the area of climate adaptation • Spatial planning <ul style="list-style-type: none"> ✓ How to include climate & energy issues in spatial development plans in practice? ✓ Spatial planning possible influence on reducing negative effects of high-density housing development • Technical topics <ul style="list-style-type: none"> ✓ Energy efficiency ✓ Integrated transportation systems ✓ Municipal energy management systems ✓ Energy efficient settlements (following Dutch example) • Educational campaigns <ul style="list-style-type: none"> ✓ Successful educational campaigns targeting citizens ✓ How to communicate with citizens> • Other <ul style="list-style-type: none"> ✓ How to ensure city's "green" character at the same time ensuring its economic development



6. Peer-to-peer Methods

Brainstorming and brainwriting

Brainstorming is a group creativity technique by which efforts are made to find a conclusion for a specific problem by gathering a list of ideas spontaneously contributed by its members.

In other words, brainstorming is a situation where a group of people meet to generate new ideas and solutions around a specific domain of interest by removing inhibitions. People are able to think more freely and they suggest as many spontaneous new ideas as possible. All the ideas are noted down without criticism and after the brainstorming session the ideas are evaluated.

Source: <https://en.wikipedia.org/wiki/Brainstorming>

6-3-5 Brainwriting (or 635 Method, Method 635) is a group-structured brainstorming technique] aimed at aiding innovation processes by stimulating creativity developed by Bernd Rohrbach who originally published it in a German sales magazine, the Absatzwirtschaft, in 1968.

In brief, it consists of 6 participants supervised by a moderator who are required to write down 3 ideas on a specific worksheet within 5 minutes, this is also the etymology of the methodology's name. The outcome after 6 rounds, during which participants swap their worksheets passing them on to the team member sitting at their right, is 108 ideas generated in 30 minutes.

Source: https://en.wikipedia.org/wiki/6-3-5_Brainwriting

Pearl diver

The knowledge of all participants in the room is first collected on cards. The topics of interest are then presented in more detail by the experts.

World Café

3-4 groups are built and placed around a table. Each group discusses one topic for 20-30 minutes and write some keywords on a flipchart. After that, one host stays at the table, All the others go to the next table. The hosts present the newcomers the results of previous rounds. They can find completely new solutions or agree.



"Headstand method"

A certain challenge is defined together.

Example Challenge: What do we need to create a successful concept?

Example of the headstand method: What do we have to do to fail with the new concept? "

All participants write their answers on cards. The cards are collected in the middle of the table and read out loud. The next step should now be to turn the generated "negative ideas" back into positive and to use them as a direct source of inspiration for the "right" ideas.

Disney method

It is useful to create new visions. The creative process unlocks the mind's capabilities to dream and form unexpected ideas and solutions for existing problems. In the Disney method, the participants change their characters three times, like in a role game:

1. the dreamers who develop new, crazy ideas.
2. the realists who are thinking about the concrete implementation of the ideas.
3. the critics who carefully review the ideas and point out any risks.

The dreamer

In this phase, the participants should spin around as they wish and develop completely devious ideas. All should work quietly for ten minutes and then exchange ten minutes as a group. The ideas are collected on cards. Possible questions to ask yourself during this phase:

- *What would be nice?*
- *What is the ideal situation?*
- *What is my dream about this?*
- *What would be totally crazy?*

The realist

In the second phase the participants change into the area of the realist. There they should search for realistic solutions for selected ideas from the first phase. The starting point is that these ideas have already been decided. It is about taking care of the concrete implementation. Possible questions for this phase:

- *What is needed for the implementation?*
- *What information are missing?*



- *Who could take care of it?*

The critic

In the final phase, the players slip into the role of the critic. They can consider the following questions:

- *Where are the weaknesses?*
- *What cannot work?*
- *What are the risks?*

The weak points and questions thus identified can be worked through in a second round through the different phases. The ideas are refined and passed on - until all participants are satisfied with the solution.

The “Thinking hats” method

A bit similar to Disney method but involving more characters. The participants are asked to put on colourful hats and try to argument/answer the guiding question(s) from their hat/designated role perspective. The hats/roles are the following:

Blue hat – process thinking

Blue hats looks at the big picture – what thinking is needed? Where are we know? What do we need to do next? He/She is organizing the thinking and planning for action.

Red hat – focus on the feelings

When presenting his/her position the red hat focuses on the feelings – how do I feel about this? What do I like about this feelings? What do I not like about this feelings? He/she is all about the intuition, hunches, gut instinct, current feelings.

Yellow hat – focus on the positive thinking

The yellow hat is the optimist, who always tries to focus on the positives – why is this a good idea? What are the advantages and benefits? He/she always looks for plus points.

Green hat – the creative one

The green hat represents the creativity. The person wearing it always thinks what new ideas are possible? What is his/her suggestion? How can this be changed or improved? He/she is all about ideas, alternatives, possibilities. Most often presents solutions to black hat problems.



White hat – focus on the facts

The white hat focuses on the facts – what are the facts? What information do I have and what do I need to find out? White hat is always neutral and objective.

Black hat – focus on the negatives

The black hat always thinks about the negatives – what problems could arise? What are the disadvantages? He/she is highlighting difficulties, weaknesses and dangers.

The exercise can take 2-3 rounds, focusing on 2-3 guiding questions/problem points, allowing people to take up different roles.

Lego Serious Play method

The LEGO® SERIOUS PLAY® Method is a facilitated meeting, communication and problem-solving process in which participants are led through a series of questions, probing deeper and deeper into the subject. Each participant builds his or her own 3D LEGO® model in response to the facilitator's questions using specially selected LEGO® elements. These 3D models serve as a basis for group discussion, knowledge sharing, problem solving and decision making (source: <https://www.lego.com/en-us/seriousplay>)

Open space method (bumblebees and butterflies)

The method of facilitating exchanges which runs entirely on the passions and interests of the participants. The program emerges of the group itself.

Using less than one hour, the facilitator outlines the procedure for creating topics to discuss, the 4 principles of open space and the Law of Two Feet:

The procedure:

Anyone with an interest in a topic writes it down on a paper with their name, announces it to the group and tapes it up on the designated part of the wall. After all topics are announced the, people stand near the schedule wall and directly negotiate changes such as combining topics or changing times or room assignments. Then, the discussion on the topics begins.

The 4 principles:

1. Whoever come are the right people.
2. Whenever it starts is the right time.
3. Whatever happens is the only thing that could have.
4. When it's over it's over.

The Law of Two Feet:

Anytime a person feels a meeting is not contributing to their learning needs, they can get up and move to a more interesting place (group debating on another topic). Naturally, this creates two roles: Bumblebees and Butterflies. **Bumblebees** fly from group to group cross-pollinating the discussions while **Butterflies** sit around looking relaxed-interesting discussions emerge around them as people find them and pause to chat.

At the end of the exercise the whole group gathers for closing reflections.

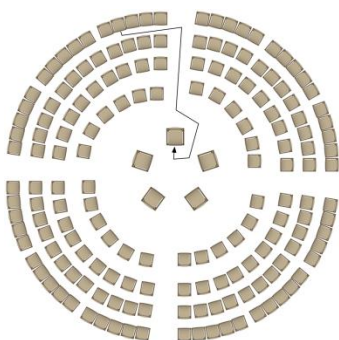
Source: <http://ktchange.com/openspace.html>

Fishbowl

A fishbowl conversation is a form of dialog that can be used when discussing topics within large groups. Fishbowl conversations are sometimes also used in participatory events such as unconferences. The advantage of fishbowl is that it allows the entire group to participate in a conversation. Several people can join the discussion.

Four to five chairs are arranged in an inner circle. This is the fishbowl. The remaining chairs are arranged in concentric circles outside the fishbowl. A few participants are selected to fill the fishbowl, while the rest of the group sit on the chairs outside the fishbowl. In an open fishbowl, one chair is left empty. In a closed fishbowl, all chairs are filled. The moderator introduces the topic and the participants start discussing the topic. The audience outside the fishbowl listen in on the discussion.

When someone in the audience wants to join the two-way conversation, they come forward and tap the shoulder of the person they want to replace, at some point when they are not talking. The tapped speaker must then return to the outer circles, being replaced by the new speaker, who carries on the conversation in their place.



[https://en.wikipedia.org/wiki/Fishbowl_\(conversation\)](https://en.wikipedia.org/wiki/Fishbowl_(conversation))



Graphic recording

Graphic facilitation/recording is the use of large scale imagery to lead groups and individuals towards a goal. The method is used in various processes such as meetings, seminars, workshops and conferences. This visual process is conducted by a graphic facilitator, who supports the workshop moderation.

<https://www.youtube.com/watch?v=KiIgcoc7Wqg>

Planning for Real

Planning for Real is especially useful for community planning, neighborhood regeneration. It is a method that supports communities to identify issues in their neighborhoods and work together, and in partnership with decision makers, to think about how to change or improve their neighborhood.

Planning for Real is also often used to build local community capacity and promote social cohesion. There is evidence that people who have been involved in these projects go on to play a more active role in community life

<https://www.involve.org.uk/resources/methods/planning-real>

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