



NET ZERO CITIES

Report on training modules for City Guides

Deliverable D 1.6

Authors: Marina Littek



This project has received funding from the H2020 Research and Innovation Programme under the grant agreement n°101036519.

Disclaimer

The content of this deliverable reflects only the author's view. The European Commission is not responsible for any use that may be made of the information it contains.

AWAITING VALIDATION BY THE
EUROPEAN COMMISSION



Document Information

| | |
|-------------------------------|-----------------|
| Grant Agreement Number | 101036519 |
| Project Title | NetZeroCities |
| Project Acronym | NZC |
| Project Start Date | 01 October 2021 |
| Related Work Package | WP1 |
| Related Task(s) | Task 1.2.4 |
| Lead Organisation | ICLEI |
| Submission Date | 29/09/2023 |
| Dissemination Level | Public |

AWAITING VALIDATION BY THE EUROPEAN COMMISSION



Table of contents

| | | |
|-----|---|----|
| 1 | Introduction..... | 7 |
| 2 | CCC advisor induction phases..... | 7 |
| 2.1 | Phase 1- Introduction to the CCCs..... | 7 |
| 2.2 | September 2022 – Overview of the CCC and its components..... | 8 |
| 2.3 | October 2022 – Commitments, and links with wider NZC offer..... | 8 |
| 2.4 | November 2022– Action Plans and Investment Plans..... | 8 |
| 2.5 | December 2022 – CCC Drop-in Sessions, and direct support..... | 9 |
| 3 | Phase 2 - Operationalising the CCCs..... | 9 |
| 3.1 | CCC Strategy sessions..... | 9 |
| 3.2 | FAQ spreadsheet and Smartsheet..... | 9 |
| 4 | Conclusions and next steps..... | 9 |
| 5 | Appendix:..... | 11 |
| 5.1 | Overview of sessions – links to be checked..... | 11 |
| 5.2 | Example slide deck..... | 12 |

AWAITING VALIDATION BY THE EUROPEAN COMMISSION



List of figures

Figures 1 to 11: Slides from Commitments and Action sessions9

List of tables

Table 1: Overview of CCC Sessions for Advisors, September 2022 to March 2023.....10

AWAITING VALIDATION BY THE
EUROPEAN COMMISSION



Abbreviations and acronyms

| Acronym | Description |
|---------|-----------------------|
| WP | Work Package |
| CAs | City Advisors |
| NZC | NetZeroCities |
| CCC | Climate City Contract |
| AP | Action Plan |
| IP | Investment Plan |

Table 1. Abbreviations and acronyms

Summary

Climate Neutral City Advisors, or City Advisors (CAs), are a central part of NZC, providing direct engagement and support with the 100+12 Mission Cities. The Climate City Contract has been key area of focus for advisor training and induction to date, due to the complex nature of the process and the fact that the CCC templates and supporting guidance were shared just as the full cohort of advisors was starting to engage with their cities, in Autumn 2022.

This deliverable outlines the support and training provided to advisors in the period between September 2022 and March 2023. Further training is likely to be required on an ongoing basis, to be provided as part of SGA1.

Keywords

NetZeroCities; Cities Mission; Climate Neutrality; City Advisors; City Support; Induction; Training; Climate City Contracts, Action Plans, Investment Plans.



1 Introduction

The Climate City Contract (CCC) has been key area of focus for advisor training and induction to date, due to the complex nature of the process and the fact that the first iteration of the CCC templates and supporting guidance were shared just as the first full cohort of advisors were starting to engage with their cities, in Autumn 2022.

The advisor team were offered several initial induction and training sessions about the Climate City Contract in September and October 2022. These were then followed by two series of drop-in sessions to offer further support around the operationalisation of the CCC concept, addressing FAQs from the advisor team and cities, and capturing feedback on the process to date.

Initial sessions were held over a period of 7 months, from September 2022 to March 2023. These were also accompanied by 1:1 advisor support by experts from Work Packages 1 and beyond, as well as direct support in selected city meetings.

This training has also already been reported as part of Deliverable 13.2, submitted by Eurocities.

2 CCC advisor induction phases

2.1 Phase 1-Introduction to the CCCs

The sessions in this phase covered:

- Introduction and overview of key elements of the Climate City Contract, with deep dives on Commitments
- Action Plans
- Investment Plans

The sessions in this initial phase were also a chance to get feedback on the process by the advisors.



2.2 September 2022 – Overview of the CCC and its components

On 9 September, before the publication of the CCC resource pack, we ran an in-depth session aimed at unpacking the Climate City Contract phases and its components: Commitments, Action Plan, and Investments Plan. Advisors were encouraged to review materials that had been shared with Mission cities to date, and to come ready with questions.

Preparation materials shared with the advisors prior to the session included:

- [Recording of NZC Online Conference CCC Commitments and APs June 2022](#)
- [Presentation slides from the above event](#)
- [Recording of NZC Online Conference | Investment Plan - Financing the Ambition: Barriers, Investment Planning, Capacity building & Sourcing Private Capital June 2022](#)
- [Presentation slides from the above event](#)
- [Climate City Contract concept deliverable July 2022](#)

2.3 October 2022 – Commitments, and links with wider NZC offer

Three sessions were delivered between 5 and 17 October 2022 with a focus on “NZC CCC support & Commitments”. These sessions were set up to provide further background and context on the CCC as part of the wider NZC offer in development, and to offer a chance to sense-check understanding on the CCC to date. These sessions built on the city-facing sessions delivered as part of the Autumn webinar series. The aim was to offer further context and to answer any questions about the content shared in the city-facing sessions delivered by consortium partners, so that advisors would be able to familiarise themselves with the detail of the Climate City Contract framework, and field these.

PowerPoint slides from the Autumn Webinar series that were also used as part of these sessions are available at this link: [CCC Refresh Webinar – September 2022, and Commitments October Webinar| Presentation.](#)

2.4 November 2022– Action Plans and Investment Plans

Two advisor training sessions on CCC Action Plans were delivered on 9 and on 17 November 2022, followed by a dedicated session on Investment Plans. These were complemented by further Investment Plan follow up sessions. The sessions were based on the city-facing webinars delivered shortly beforehand and offered advisors a chance to dive deeper and ask questions. Supporting slides that were used during these sessions are available at [CCC Action Plan Presentation](#), and [CCC Investment Plan Presentation](#).



2.5 December 2022 – CCC Drop-in Sessions, and direct support

On 6 December and 12 December 2022, two general CCC drop-in sessions for advisors were held, in response to demand by the advisor team. Direct support in a small number of meetings with cities, that needed an additional input, was also provided, so that questions on the Climate City Contract could be addressed directly and more efficiently in these meetings. The meetings covered a range of topics based on advisor need, with usually a focus on either the Action or the Investment plan. The meetings in some cases also involved feedback by the city on the Climate City Contract process and content.

3 Phase 2 - Operationalising the CCCs

3.1 CCC Strategy sessions

After the initial introductory phase on the CCCs, further need for training and support to advisors was identified, due to the complex nature of the CCC and the upcoming CCC submission deadline in March 2023. As a result of this, weekly sessions on CCC Strategy for advisors, were held from 23 February to 30 March 2023. These involved the NZC programme management team as well as experts from across Net Zero Cities and were facilitated by the WP1 lead. These sessions were complemented by 1:1 support to advisors, including joining meetings to resolve challenging /open ended situations with cities.

The sessions in this phase covered: Addressing strategic bottlenecks, priorities around the operationalisation of the Climate City Contracts, as well as technical questions around the CCC submission process.

With the kick-off of SGA1, this function was taken over by the new work package 2, City Support.

3.2 FAQ spreadsheet and Smartsheet

A dedicated space to collect FAQs from cities was set up in autumn 2022, and NZC experts inputted by drafting responses for advisors to use when corresponding with cities. In January 2023 this was transferred to a Smartsheet system, and going forwards it will form the basis of the "NZC help desk "as part of SGA1. This database and it is also being used as a basis to then feed into the public facing FAQs on the NZC webpage. It constitutes an initial basis for knowledge sharing and knowledge management on the CCCs.

Conclusions and next steps

An initial comprehensive programme of training and support for advisors ran between September 2022 and March 2023. This included 15+ sessions and went above the original time allocated to it, due to the complex nature of the CCCs as well as the range of backgrounds by NZC advisors, as well as the varied nature of the challenging realities faced by cities joining the programme. We understand these sessions have given Climate Neutral Cities advisors an initial grounding in what is expected as part of the Climate



City Contracts, as well the basic knowledge and tools to navigate the many questions that they are faced with in their frontline role with cities. Further tailored support and training will however be needed going forwards and should be delivered by Work Package 1, in conjunction with the “City Support” SGA1 work packages and tasks (SGA 1 Work Package 2), further building on the advisor’s direct experience of working with Mission Cities and addressing specific knowledge and experience gaps.

AWAITING VALIDATION BY THE
EUROPEAN COMMISSION



Appendix:

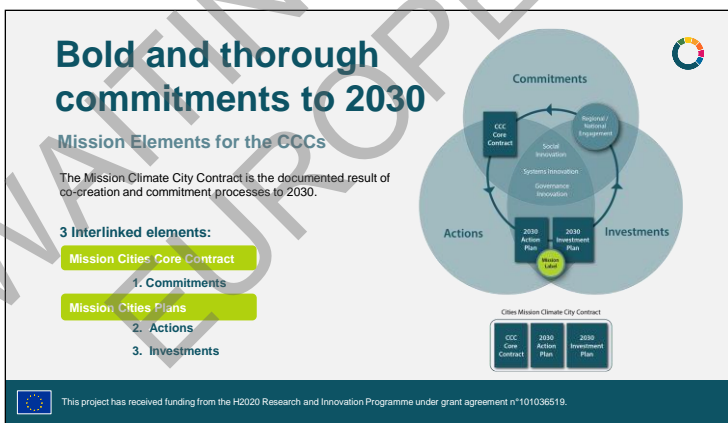
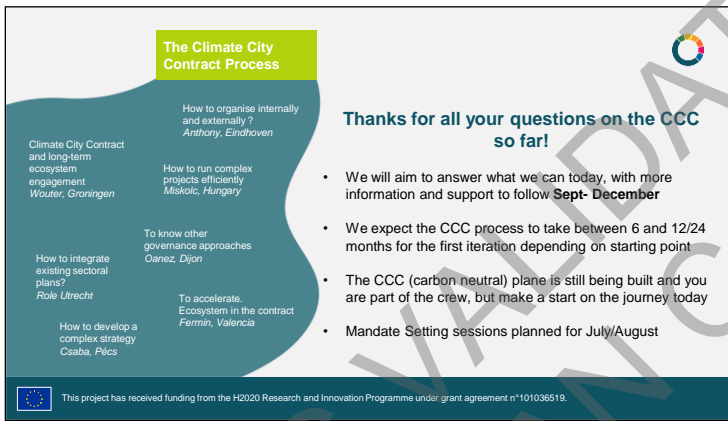
5.1 Overview of sessions

| Dates | Session Title and Lead Partner | Supporting content |
|-------------------------------------|---|---|
| 9/09/22 | 1 x Overview of the CCC and its components, ICLEI | <ul style="list-style-type: none"> • CCC for Advisors.1.pptx • Recording of NZC Online Conference CCC Commitments and APs June 2022 (YouTube link) • Recording of NZC Online Conference Investment Plan - Financing the Ambition: Barriers, Investment Planning, Capacity building & Sourcing Private Capital June 2022 • CCC concept deliverable July 2022 |
| 5/10/22 x2 17/10/22 | 3x CCC Commitments, CCC general and links with NZC wider offer, ICLEI | <ul style="list-style-type: none"> • CCC Refresh Webinar – September 2022 • Commitments Webinar Presentation. |
| 9/11/22 17/11/22 +other dates | 2x CCC Action Plans, ICLEI, AIT 2x Investment Plans, BwB | <ul style="list-style-type: none"> • Action Plan Webinar slides- Autumn 2022 • CCC Investment Plan Presentation. |
| 6/12/22 12/12/22 | 2x CCC General Drop-In Sessions for Advisors, ICLEI | <ul style="list-style-type: none"> • CCC Internal FAQs Spreadsheet – Private Ressource |
| 23/02/23 to 30/03/23 | 6x CCC Strategy Drop In Sessions for Advisors, ICLEI | Private ressource |
| Various dates | 1:1 Support when needed, ICLEI, BwB | N/A |

Table 1. Overview of CCC Sessions for Advisors, September 2022 to March 2023



5.2 Example of a slide deck



What will the results of the process be?

Mission Outputs for the CCC

Commitments

- Vision and strategy
- Municipal Commitment
- Signatories and Endorsers
- Concrete commitments
- Signature/s

Climate Mission Plan Actions

- Agreed baseline
- 2030 Gap Analysis
- Impact pathway(s)
- Systemic solutions
- Portfolio approach
- Timeline, KPIs, responsibilities

Climate Mission Plan Investments

- Capital needs assessment
- Enabling actions
- Capital deployment approach, portfolio implementation and scaling
- Milestones, Impact Framework

This project has received funding from the H2020 Research and Innovation Programme under grant agreement n°101036519.

Applying Systems Innovation for the Net Zero Transition

Mission Tools for the CCC

GOVERNANCE INNOVATION
To start and accelerate the city-wide process

ITERATIVE
First version of the CCC is produced after the first phases, but the process continues

NON-LINEAR
Mission Cities enter the map according to where they are at, building on what there is already. Processes may run in parallel

This project has received funding from the H2020 Research and Innovation Programme under grant agreement n°101036519.

Build a strong mandate

- Set up and strengthen the internal team
 - Mobilise resources and capacity
- Develop a multi actor transition team bringing diverse competences in
 - Build new collaborative networks and governance structures
- Strengthen the (political) buy in
- Clarify mutual commitments

Poll: what do you most need support with?

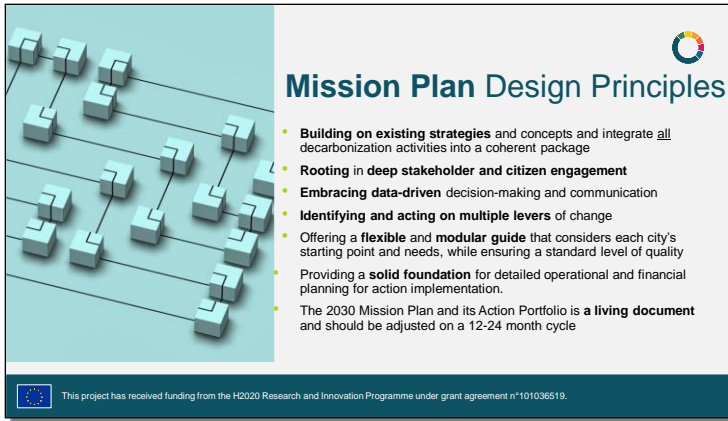
➔ A dedicated session will follow in July

Internal Cities Mission Team

City-wide Transition team

Multi-level governance

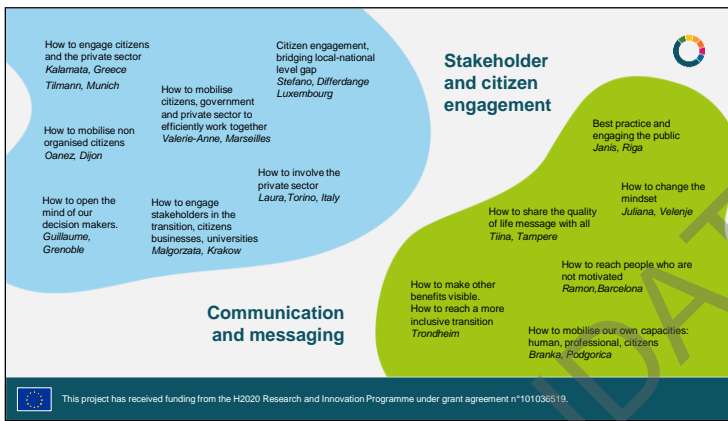
This project has received funding from the H2020 Research and Innovation Programme under grant agreement n°101036519.



Mission Plan Design Principles

- **Building on existing strategies** and concepts and integrate all decarbonization activities into a coherent package
- **Rooting in deep stakeholder and citizen engagement**
- **Embracing data-driven** decision-making and communication
- **Identifying and acting on multiple levers** of change
- Offering a **flexible and modular guide** that considers each city's starting point and needs, while ensuring a standard level of quality
- Providing a **solid foundation** for detailed operational and financial planning for action implementation.
- The 2030 Mission Plan and its Action Portfolio is a **living document** and should be adjusted on a 12-24 month cycle

This project has received funding from the H2020 Research and Innovation Programme under grant agreement n°101036519.



Stakeholder and citizen engagement

Communication and messaging

- How to engage citizens and the private sector
Kalamata, Greece
Tilmann, Munich
- How to mobilise non organised citizens
Clanez, Dijon
- How to open the mind of our decision makers.
Guillaume, Grenoble
- How to engage stakeholders in the transition, citizens businesses, universities
Malgorzata, Krakow
- How to involve the private sector
Laura, Torino, Italy
- Citizen engagement, bridging local-national level gap
Stefano, Differdange
Luxembourg
- Best practice and engaging the public
Janis, Riga
- How to change the mindset
Juliana, Velenje
- How to share the quality of life message with all
Tina, Tampere
- How to reach people who are not motivated
Ramon, Barcelona
- How to make other benefits visible. How to reach a more inclusive transition
Trondheim
- How to mobilise our own capacities: human, professional, citizens
Branka, Podgorica

This project has received funding from the H2020 Research and Innovation Programme under grant agreement n°101036519.



Why should we engage citizens?

Institutions and processes that enhance democratic qualities lead to **better climate performance** ([Hanusch, 2017](#)). But keep in mind: engaging citizens alone does not make a system or a transition democratic ([Welp, 2022](#)).

Deliberative and participatory processes:

- Enhance the **legitimacy** and collective support of policies ([Stasiak et al, 2021](#))
- Lead to better, more **effective policies** ([Pogrebinschi, 2017](#)).
- Respond to political strategies set to distort and manipulate public opinion ([Niemeyer, 2011](#)).

This project has received funding from the H2020 Research and Innovation Programme under grant agreement n°101036519.

What will it take?

- Not only design processes for citizen engagement but orchestrate and empower an **ecosystem of participation in your city** (Ross and Moran, 2022).
- **Focus on process, not just output.** It is essential for long-term systemic change.
- **Don't rush in; there are no quick fixes.**
- **Focus on building a just and democratic transition.** Engage global and local actors — everybody enabling the climate transition in your city.

This project has received funding from the H2020 Research and Innovation Programme under grant agreement n°101036519.

Some of the things you told us you would like to learn about at the Kick-off Event

This project has received funding from the H2020 Research and Innovation Programme under grant agreement n°101036519.

Figures 1 to 11: Slides from Commitments and Action sessions