



City Advisors Training

Deliverable D13.2

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Table of contents

Introdu	uction	5
Calend	lar of activities for City Advisors induction	5
1 C	omponents of the onboarding programme	7
1.1	Talks	7
1.2	Meetings	8
1.3	Trainings / 'lectures'	8
1.4	Readings	10
Annex	1 – Presentations from Induction Sessions	13
	uction to the Mission and NZC	14
WP1 –	Introduction to the Climate City Contract	23
WP2 –	Introduction to Monitoring, Evaluation & Learning	35
WP3 –	Introduction to the Mission Portal	44
WP4 –	Introduction to the Pilot City Programme	49
WP5 –	Introduction to Replication and Scale-Up	57
WP6 –	Introduction to Systemic Innovation	61
WP7 –	Introduction to Finance	69
WP9 –	Introduction to Social Innovation	93
WP10	– Introduction to Technical Solutions	104
WP14	- Introduction to Policy and Stakeholders	114

List of figures

Figure 1: timeline for City Advisors' induction

5



Abbreviations and acronyms

Acronym	Description	
WP	Work Package	
CAs	City Advisors	
NZC	NetZeroCities	
CCC	Climate City Contract	

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. They lead on the support needs assessment process with each Mission City, synthesising the results to inform Work Package leads of the needs of cities in order to develop services, tools and content.

City Advisors started working on NZC in two main cohorts: two (full-time) in May 2022 and eight full-time equivalents between June and the beginning of September 2022, immediately before direct engagement with Mission Cities commenced.

Given the early stage of development of most of the WPs, the first two CAs had a light-touch induction with WP leads but their training was 'on the job' as they directly contributed to the development of the Mission Platform from that time. The second cohort received a more structured induction, or onboarding, into NZC which is the focus of this deliverable.

The induction was structured around the WPs in NZC which CAs would need to be very familiar with in order to tailor support to the Mission Cities. CAs have also brough a wealth of expertise and experience with them which is being used to help shape and design the support services and tools of the Mission Platform.

Keywords

NetZeroCities; Cities Mission; Climate Neutrality; City Advisors; City Support; Induction; Training;





Introduction

The job of the City Advisor is multifaceted and complex. City Advisors perform many different tasks and above all, they work directly with the 100+12 Mission cities. This, coupled with the complex landscape in which they operate, means that they receive constant requests and need to manage a lot of information. In addition to their expertise, City Advisors needed to learn a lot about the expertise in the consortium, as well as all the services being developed, and understand the needs and build relationships with cities in a small period and act in a complex setting.

Hence, some guiding principles for the design and implementation for the onboarding of City Advisors were developed, including:

- To move away from the idea of training and call this an induction. Induction was understood as a semi structured approach to onboarding City Advisors, getting them settled into NetZeroCities (NZC), getting them familiar with the work environment, and on key tools, resources and processes. Thus, induction included a range of activities, readings, meetings, training sessions, informal talks.
- Avoiding a top-down process. The learning needs to be two-way. City Advisors provided input
 into service design, ongoing deliverables, etc. In this sense, there was a need to develop a strong
 horizontal relationship between City Advisors, NetZeroCities and Work Packages (WP).
- The induction was designed to go deeper and deeper over time, and where relevant it was designed to be a phased/incremental approach
- Aim to build City Advisors' agency, the feeling of control and empowerment over actions and activities, through this induction
- There was a need to remain **flexible** and be ready to tailor the induction based on needs, changes, etc.

Calendar of activities for City Advisors induction

Below is the calendar of activities used for the onboarding of the second cohort of City Advisors. The first cohort, starting in May, experienced a less formal onboarding process but were supported by their partner organisation, Eurocities, to familiarise them with NZC and to input into the process design for direct city support and support needs assessment for the full cohort of City Advisors.



D13.2 City Advisors Training



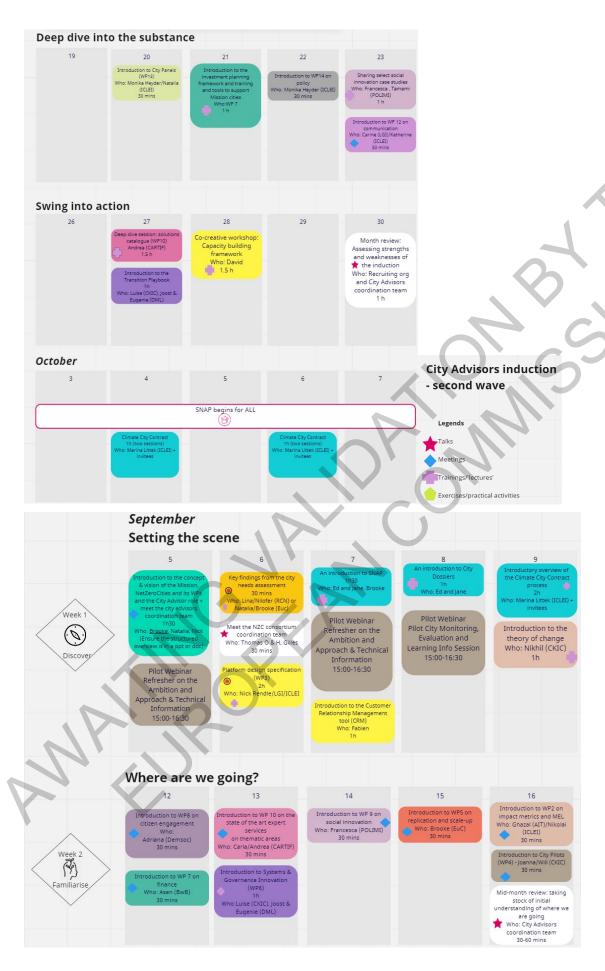




Figure 1: timeline for City Advisors' induction

The induction programme was coordinated by Eurocities, and delivered by partners from all WPs. Each session included the name of the responsible partner(s) and they were responsible for coordinated their session/s.

The first two City Advisors, who started in May 2022, tested and validated the induction approach. Their feedback on the programme was sough in order to improve it for the second cohort of City Advisors onboarding. As a result, some sessions were adapted and added to make the programme more complete.

The programme aimed to be dynamic, light and iterative. The premise was that City Advisors had to absorb a lot of information, but it would take time. Therefore, the induction aimed to embrace that complexity by being spread over several weeks, as well as combining different activity formats (described hereunder), with a focus on avoiding vertical interactions between NZC partners and advisors. One of the key desired outcomes was to have a group of advisors that by the first month had a general overview of the project, the implementing partners, start to get into the NZC mindset and collaborate with the other City Advisors and, in particular, know where to search and find the information that they need to start taking action independently.

1 Components of the onboarding programme

The onboarding programme included a combination of activities (that are less or more formal, structured, and could be more theoretical or rather practical), including:

1.1 Talks

Talks refer to an informal and rather 'intimate' conversation to discuss obstacles, needs, sources of confusion and points of improvement, or just get to know some members of the team and reflect on a particular aspect. No presentations were envisaged in this type of session. This includes:

Name of the session	Description
Meet the NZC consortium coordination team	This session aimed to allow new City Advisors to get to know the team who were in charge of the management and coordination of the NetZeroCities project.
Mid-month review: taking stock of initial understanding of where we are going	_ ' ·
Meeting between City Advisors and European Commission	This session (which was be a bit more formal) aimed to allow the European Commission Mission Team to get to know the Climate Neutral City Advisors (and vice versa). This has become a regular session.
Month review: Assessing strengths	This was the last of session of the first introductory round of induction. City Advisors met the City Advisors' coordination team and discussed the



strengths and weaknesses of the onboarding as well as whether there was a
need for additional sessions or areas where they would have liked to expand
their knowledge.

1.2 Meetings

These sessions are slightly more structured than talks, in the sense that they include some kind of information sharing. For example, we call meetings to the sessions where there will be an introduction to WPs and their leads (i.e. introduction to WP2,4,5,7,8,9,10,12,14). In these sessions, WP leads and partners will describe past and future actions, milestones and deliverables, and offer a space to discuss obstacles and interactions with other WPs. Meetings also include the following sessions:

Name of the session	Description
Introduction to the Mission, NetZeroCities and the City Advisor role + meet the Advisors and coordination team	This session was the first introduction to the project and consisted on explaining the Mission and NetZeroCities, how they related, how the project is structured, who is part of the consortium, and the main pillars of the project. This session starte with an opportunity for all City Advisors and the coordination team to introduce themselves.
Introduction to City Panels (T13.3)	This session explained what the city panels are, who the members of the City Panels are, ways of working, calendar of events, key findings from the first semester of work.

1.3 Trainings / 'lectures'

These were activities designed to increase knowledge, skills and value creation. Note: Some of these had an interactive component to put the theory into practice. This included:

Name of the session	Description
Platform design specification (WP3)	The platform design specification refers to the specification for the One-Stop-Shop Platform, also described as the Mission Platform, which provides European cities with support and solutions on their journey to climate neutrality. This document included specifications around the front-end portal design; service delivery for Mission Cities, Pilot Cities and Twin Cities; back-end technical, management and governance systems. The session provided an overview of the platform and the content of the mentioned document.
Key findings from the City Needs Assessment (D13.1)	This session was a presentation on the key findings of the NetZeroCities Report on Cities' Needs, Drivers and Barriers Towards Climate Neutrality. The findings of this report built an evidence base of the types of support that are required by cities, and documented good practices in cities as further inspiration.
Introductory overview of	This session aims to unpack the Climate City Contract phases and its



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the Climate City Contract process (WP1)	components: Commitments, Actions, and Investments.
Introduction to Systems & Governance Innovation	This presentation aimed to give an overview of systems innovation (linked to WP6), what the barriers to change are, why deep collaboration is needed, what a portfolio approach looks like, etc.
Introduction to the Orchestration Playbook	This session dived into the role of orchestration in accelerating transitions to climate-neutral cities. It particularly focused on the Transition Team, which is the group in each city who orchestrate a multi-actor ecosystem working on a portfolio leading to systemic change.
An introduction to City Dossiers	The first City Advisors that were recruited designed a template for Mission City Profiles or Dossiers (internal). These dossiers include information from the EOI, as well as additional information from other other public sources, providing a snapshot of where the city is in relation to their climate neutrality journey. The presentation focused on presenting the template, what has been done and needed to be done in the future by City Advisors.
An introduction to the Support Needs Assessment Plan (SNAP) (WP1)	One of the first activities of the City Advisors was to run a support needs assessment to prepare a clear plan for where cities need to be directed to resources available, an understanding of where Mission Cities are at, key priority needs from the cities to support tools/resource generation, asset generation, etc. This session explained the SNAP process in more detail, the process and timescale and what will result from this process.
NZC Workflows and Customer Relationship Management tool (CRM)	The session explained how the CRM works, the process that needs to be followed when queries arrive, email response times and showed practical examples of how the CRM works.
Introduction to the investment planning framework and training and tools to support Mission cities (WP7)	This session explained why investment plans are needed, how they are defined and connected to the CCC, and its pillars. The second part focused on the training and tools that were being developed to help cities prepare Investment Plans.
Deep dive session: Technical services on thematic areas (WP10)	This session explained the taxonomy developed by WP10 and the different service levels.
Introduction to Citizens and Urban Stakeholder Engagement in relation to CCC (WP8)	This session explained the NZC approach to Citizens and Urban Stakeholder engagement and shed light on the relationship between engagement and the CCC process.
Sharing select social innovation case studies	WP 9 has developed around 40 case studies around the use of social innovation as a means to address climate challenges in cities. This session presented the work, methodology and key findings from this



(WP9)	work.
Deep dive session: solutions catalogue (WP10)	This session presented the solutions catalogue structure developed by WP 10, resources that can be found, ways of accessing the content, etc.
Introduction to the theory of change (WP2)	This session explained the logic for the Theory of Change for NZC, its key elements, learning opportunities.
GHG inventory training (WP2)	Some cities may need to redo/adapt their GHG inventories to make them compliant with other reporting systems (Covenant of Mayors and CDP/ICLEI) and City Advisors may need to engage with cities at a high level. The training aimed to the level the playing field and ensure all city advisors can engage in these conversations with cities (where needed).

1.4 Readings

We have provided you with a list of recommended readings. These are complementary. Hence, City Advisors are not required to read all of them before or immediately after the induction sessions (which would be overwhelming). Recommended reading included:

- Introduction to the Cities Mission Mission Implementation Plan, Mission Info Kit for Cities, and List of the selected Mission Cities
- Introduction to NZC Grant Agreement, work plan, D13.1 Report on City Needs, Drivers and Barriers Towards Climate Neutrality
- Quick reads covering Systems approach, Climate City Contracts, Financing the net zero ambition, Monitoring and learning, A transition by and for everyone, Governing a transition to climate neutrality, Social innovation for climate neutrality, Technical innovation for climate neutrality.
- Recordings from the NZC online conference and other NZC webinars for cities

Reflections and lessons learned

The following reflections are based on feedback received from the second cohort of City Advisors who followed the onboarding programme.

Onboarding format/content

- Some of the sessions or information could have been provided later (Note: additional
 information and ongoing engagement has been provided in some areas, particularly around the
 evolution of the CCC development and the many associated areas).
- Too much information was provided in these sessions, without a lot of structure. The sessions
 could have been more curated according to what CAs should know and some information sharing
 could have been more concise and to the point.
- After the onboarding, CAs felt they then knew the theory but were short in terms of practice





• What was missing at the beginning: A more strategic presentation about where the Mission is going, what is the role of CAs, where are the sticky points, how to work strategically with WPs.

NetZeroCities

- There was a lot of overlap between WPs. Terminology was not the same for the same or similar concepts/work. There was disconnection between systems innovation, social innovation, ToC, etc
- Language was very different across WPs: some were very technical/specific, others were more
 vague. Need to get a minimum common level of detail in future. A possible way forward is to
 gather descriptions of all services being produced across WP6-10.
- There was a disconnect between the Climate Transition Map and what was happening within WPs at the time. (Note: bringing together WPs and resources to support the Climate Transition Map has since taken place)

Materials

- CAs would like to have a one pager/summary with the role and expectations of CAs (in connection with WPs)
- The quick reads were useful, it can be a model to take forward. Having something like that for the future that is constantly updated would work.
- For the next generation of CAs it would be good to have a guidebook/training guide. This would include:
 - A summary of the role
 - Resources & deliverables
 - Glossary
 - o Methods

City engagement

- CAs had concerns about how to approach frontrunner cities, how to keep their interest and keep them on board.
- CAs anticipated that more support from WP7 will probably be needed given the importance of financing and funding and the level of requests/questions on this already
- We need a clearer value proposition (Note: this has, to some extent, been clarified through the Support Needs Assessment Process, which takes cities through a structured process that is informed by, amongst many things, the Climate Transition Map).

Facilitation methodologies and consistency

- Need to work on canvases online to avoid groups of CAs working in silos. It would be good to have help of DML, given their experience on this (Note: this has been progressing via the SNAP process and with support from DML)
- It would be good to have a session between CAs (and maybe externals) to exchange on facilitation/workshop methodologies.







Annex 1 – Presentations from Induction Sessions

Annex 1 contains more detailed information from the relevant WPs where presentations were made and shared. Some WPs had a more informal exchange with the CAs. In the case of WP1, focusing on the Climate City Contract, the focus has cut across many WPs so there is a lot of content that has been shared here, not just as part of the initial onboarding but also continuing to update City Advisors as the CCC has developed.





Introduction to the Mission and NZC





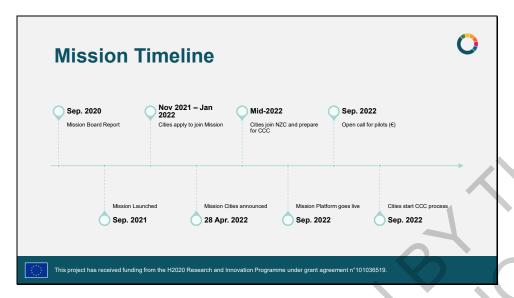
How did we get to NZC?

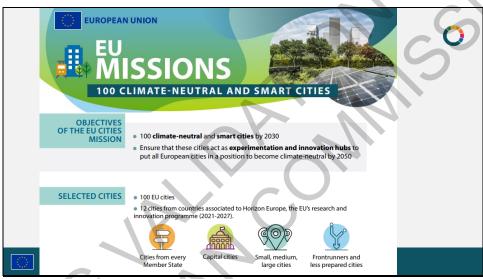
- EU missions approach to innovation
- 100 climate neutral & smart cities by 2030
- Formed independent Mission Board
- Report published in September 2020
- H2020 Green Deal call on climate neutral & socially innovative cities
- Mission Implementation Plan published September 2021
- NZC started on 1 October 2021















Mission Implementation Plan

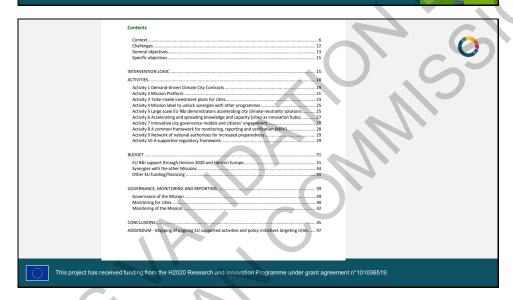


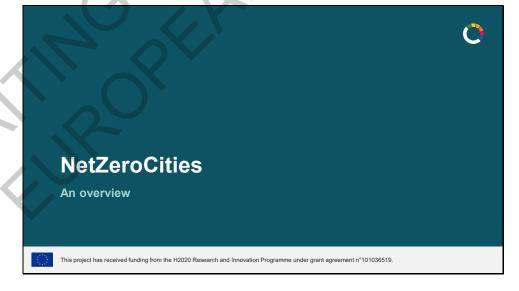
- Informed by the report of the Mission Board 100 Climate Neutral and Smart Cities – by and for the citizens
- Sets out how the Mission will be implemented, including the Climate City Contract, Mission Label, funding/financing, monitoring and reporting and governance.
- · Much of the implementation is via NZC, including design of the CCC
- Success will be measured against this as well as outcomes
- Expected to be reviewed in late 2022



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









NetZeroCities: an overview



- Supporting cities to achieve climate neutrality by 2030
- · H2020 call was quite specific about the content of the project, inspired by the Mission Board Report
- · Strong foundation of taking a systemic approach to climate neutrality
- 4 year project
- · Start date: Oct 2021 Finish: Sept 2025
- €53 million total / c. €32 million in grants to cities
- 33 partners, led by CKIC



NZC Work Packages



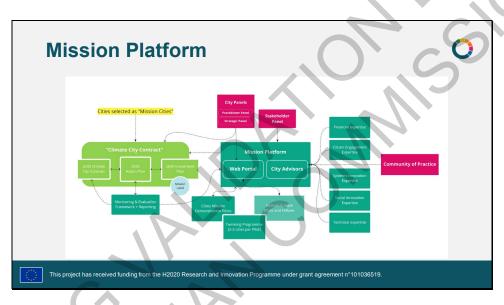
- WP1 Climate City Contract (ICLEI)
- WP2 Metrics and monitoring (AIT)
- WP3 One Stop Shop Platform (Eurocities)
- WP4 Pilots (Climate KIC)
- WP5 Replication and Scale-up (Eurocities)
- Content development & Service design
 - WP6 Systemic innovation (CKIC/DML)

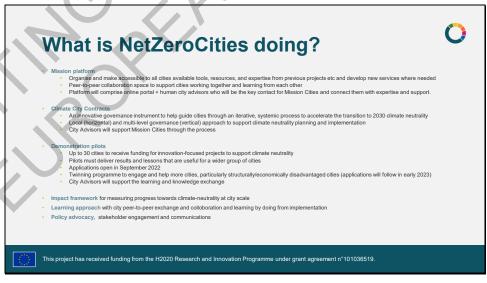
 - WP 7 Finance (BwB)
 WP 8 Citizen & stakeholder engagement (DemSoc)
 - WP9 Social innovation (POLIMI)
 - WP 10 Thematic technical expertise (Cartif)
- WP11 Project Management/Coordination (CKIC/LGI)
- WP 12 Communications & Dissemination (LGI/ICLEI)
- WP 13 City Engagement (Eurocities)
- · WP14 Policy engagement and recommendations (ICLEI)

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



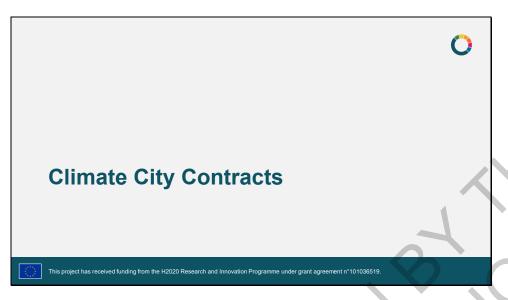




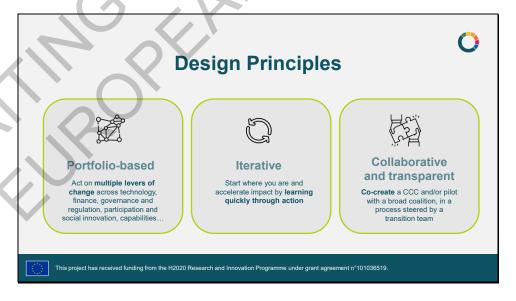




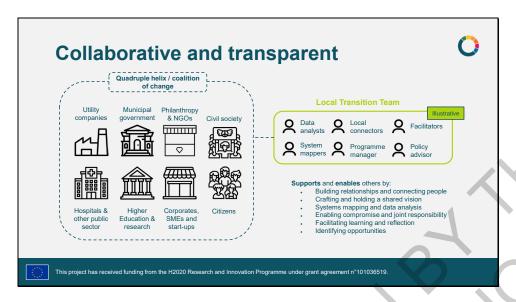


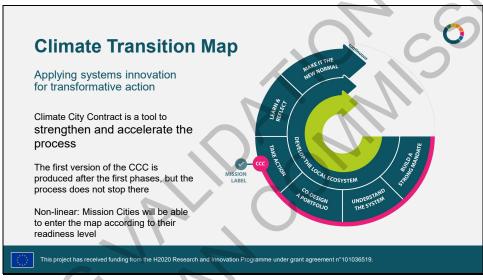


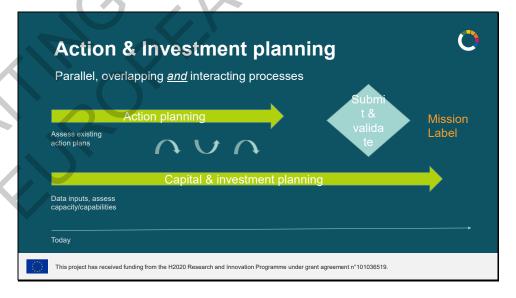




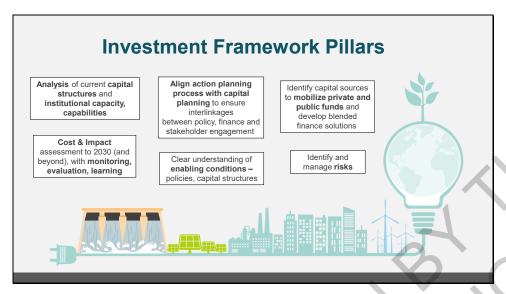








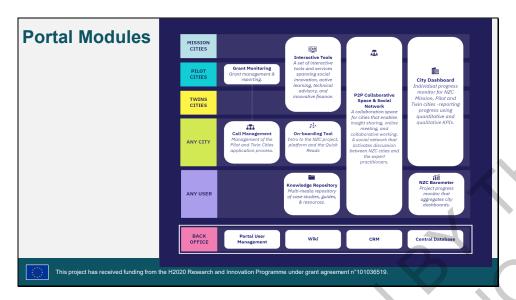


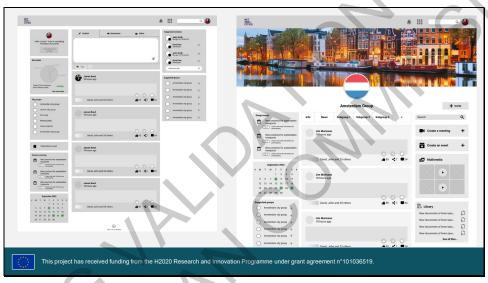












Mission	Support clusters of cities to develop commitments, action and investment plans, by signposting
City (112)	to resources on portal and advice from WP6-10, animating portal collaboration spaces, planning training events delivered by WP6-10 and check-ins re engagement with national government.
Pilot City	Build detailed relationships with 3 cities and work with them to ensure they are capable of
(30)	delivering Mission-level work to advance to climate neutrality by 2030, and enable learning about how to replicate and advance climate-neutral transformations.
Twin City (60)	Lead implementation of the Twinning Programme including the coordination process between 2 Twins and each Pilot City and forge effective collaboration and learning, and acceleration of the
(00)	journey towards climate neutrality.
Mission City	Assumed that the FPA process will provide additional core staffing support for cities who applied
Applicant (c.250)	to be Mission Cities but were unsuccessful Role and resourcing TBC!



WP1 - Introduction to the Climate City Contract

The Climate City Contract has been key area of focus for advisor training 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.

The advisor team were offered a number of initial introduction and training sessions about the Climate City Contract in September and October 2022. These were 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.

Sessions were held on the following dates over a period of 7 months, from September 2022 to March 2023 and are still ongoing. These were also accompanied by 1:1 advisor support by experts from Work Package 1 and beyond as well as direct support in selected city meetings.

Phase 1- Introduction to the CCCs: September to December 2022

The sessions in this phase covered: Introduction and overview of key elements of the Climate City Contract, with deep dives on Commitments, Action Plans and Investment Plans.

September 2022 - Overview of the CCC and its components

On 9 September, before the publication of the CCC resource pack, we ran in an 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 the cities to date and to come ready with questions.

The following slides were used during the session <u>CCC for Advisors.1.pptx</u> which were based on the CCC webinar from the Online Conference in June.

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

- 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

October 2022 - CCC Commitments, and links with NZC wider offer - 3 sessions

Three sessions were delivered between 5 and 17 October on `NZC General, 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 delivered in these sessions. A recording of the session on 17/10 is available here Recording of NZC General, CCC Support & Commitments – advisor session.

PowerPoint slides from the Autumn Webinar series that were also used as part of these sessions were: <u>CCC Refresh Webinar – September 2022</u>, and Commitments October Webinar | <u>Presentation</u>.

November - Action Plans and Investment Plans- 4+ sessions

Two advisor training sessions on CCC Action Plans were delivered 9 and 17 November, followed by one session on Investment Plans, plus follow up. These 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



Action Plan Webinar slides- Autumn 2022 and CCC Action Plan Presentation , and CCC Investment Plan Presentation. A number of some of these initial training sessions are available here: CCC training recordings

December - CCC General Drop-in Sessions x2, and direct support in meetings

6 December and 12 December: Two general CCC drop-in sessions for advisors -were held, in response to demand by the advisor team, as well as direct support in a small number of city meetings.

Phase 2- Operationalising the CCCs, January to March 2023- 6x Strategy Drop-ins

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

6 weekly sessions on CCC Strategy for advisors, were held from 23 February to 30 March 2023, and 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.

This initial comprehensive programme of training and support for advisors that run from September 2022 to March 2023 and included 15+ sessions 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 and 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 support and training might however be needed going forwards and should be delivered in conjunction with the "City Support" SGA work packages and tasks.

FAQ spreadsheet and Smartsheet Supporting knowledge sharing and knowledge management on the CCCs

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 the SGA. This database and it is also being used as a basis to then feed into the public facing FAQs on the NZC webpage.

Summary of Sessions Delivered September 2022- March 2023

Dates	Session Title	Supporting content
9/09/22	1 x Overview of the CCC and its components	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	CCC Refresh Webinar – September 2022 Commitments Webinar Presentation .
9/11/22 17/11/22	2x CCC Action Plans 2x Investment Plans	 Action Plan Webinar slides- Autumn 2022 CCC Investment Plan Presentation.



+other			
dates			
6/12/22	2x CCC General Drop In	CCC Internal FAQs Spreadsheet	
12/12/22	Sessions for Advisors		
23/02/23 to	6x CCC Strategy Drop In	• smartsheet	
30/03/23	Sessions for Advisors		
Ongoing	1:1 Support when needed		



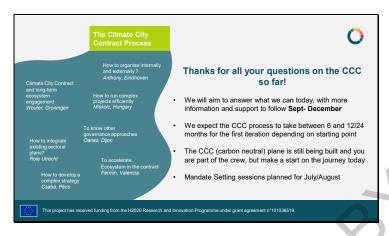




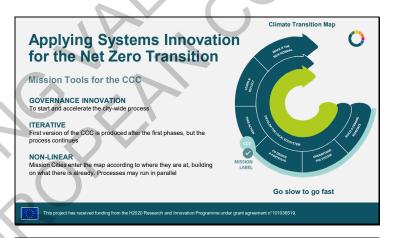












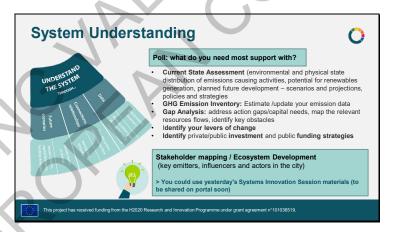


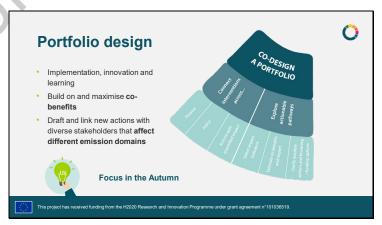










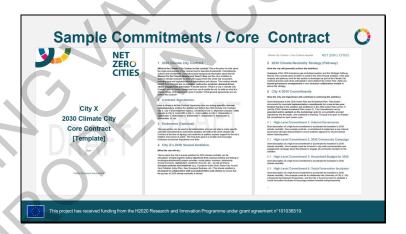


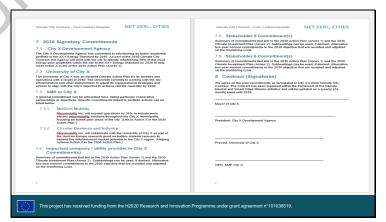






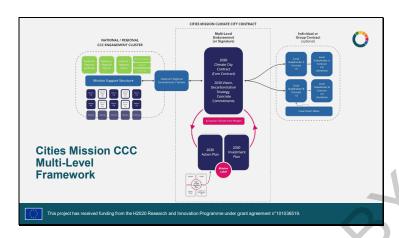




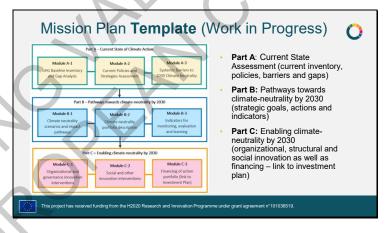


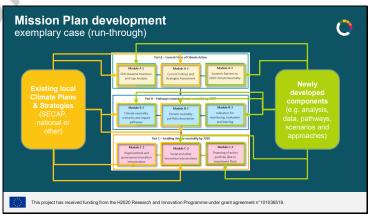




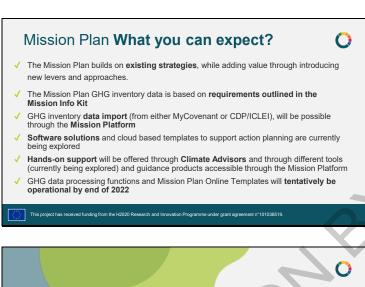




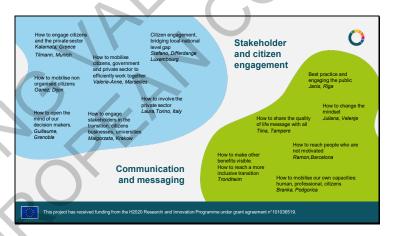


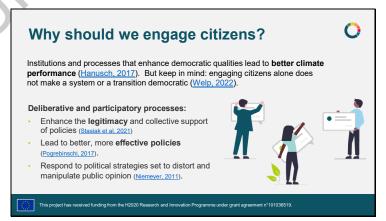




























Spanish CCCs:



How we started on the CCC process

- Figuring out how to approve a commitment from the city (not just the mayor or the party who is in the government) on the mission goal
- Developing and approving a climate action plan (they called it either roadmap, strategy or plan)
- Starting to work on the economic case (investment needed and direct and indirect benefits)
- **Developing tractor projects** (projects that showcase that a systemic transformation is possible)
- Identifying the challenges that should be tackled by other administrations (mainly national and regional)

Spanish CCCs:



Key challenges and lessons learned

Close support during the process is beneficial:

- Individual meetings
- Group meetings to inspire and support each other and think out of the box
- Legal advice on the shape and content of the contract (as well as confidence on a joint effort that all cities agree on)
- Support for the signature event (location, actors, format...)

The national platforms also played a big role asking the national government for specific commitments

Spanish CCCs: Our advice to the mission cities



A PEOPLE process rather than a bureaucratic instrument:

Need for specific convening instrument: engage the national platform (if available) or figure out if there is any work being done in this sense (we are aware of at least The Netherlands, Italy, Greece, Poland, Ireland, Portugal, Slovenia, Austria, Germany, France, and Finland working on it); build trust and cultivate inter-personal relationships.

A CO-DESIGNED and iterative process rather than linear or vertical:

- Clearly map out the competences from each government (local, regional, national, European) At the city level: work on the political commitment, the Climate Action and Investment Plans
- Create a multi-stakeholder platform at local level

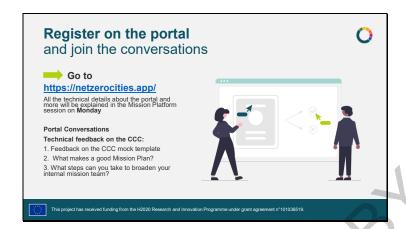
RECIPROCAL commitment:

At the regional and national level work on the commitments that they could afford

Initial tasks & next steps



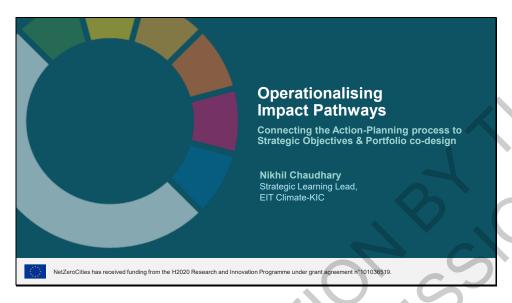


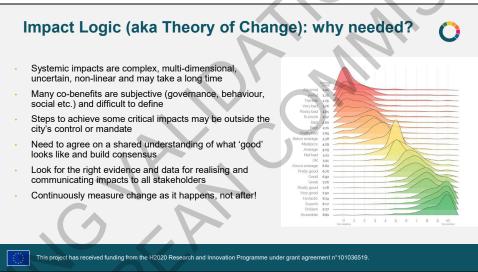






WP2 – Introduction to Monitoring, Evaluation & Learning

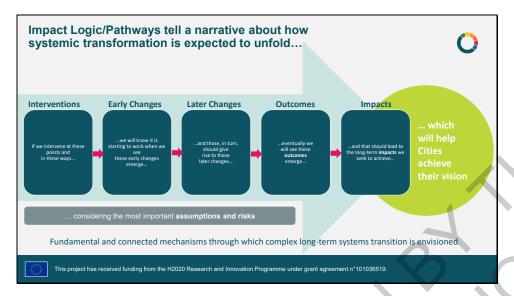


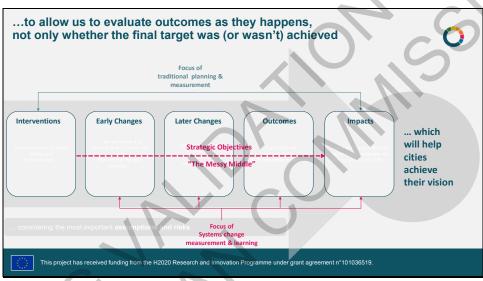


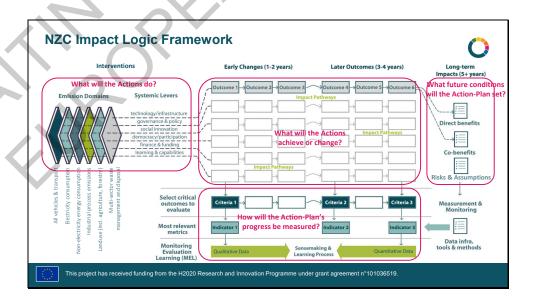
Impact Logic & Pathways: what and why? A sequenced hierarchy of outcomes, culminating into long-term impacts and co-benefits for the Pilot activities along a timeline. Focus on the most relevant outcomes and the evidence needed for learning and strategy-making Logically map how outcomes and impacts are directly or indirectly connected to each other and the activities Some changes will emerge that were not possible to predict upfront and need to revise/track them later Understand which long-term goals/impacts lie outside the direct scope of the Pilot activities but contribute to them Frame strategic objectives, horizon and roadmap from a 'shared' vision Serve as both a communications tool and also a framework for selecting the right indicators and tracking progress through MEL TAINK YOU SHOULD BE MORE EXPLICIT HERE IN STEP TWO, II Cartoon by Sydney Harris Inc. This project has received funding from the H2020 Research and Innovation Programme under grant agreement n'101036519.



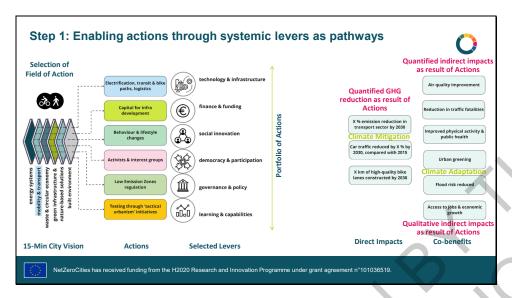


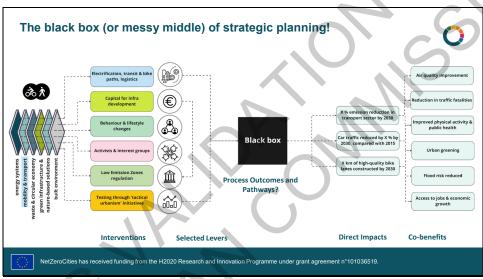


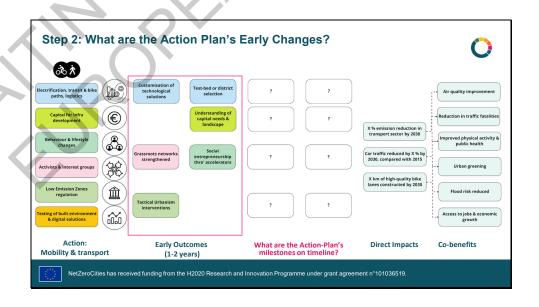






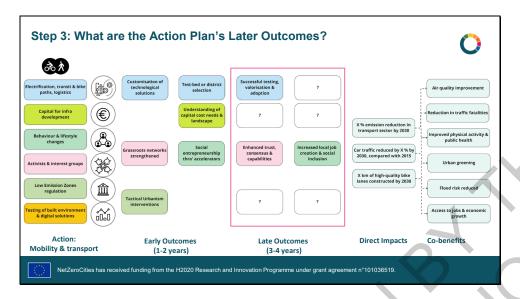


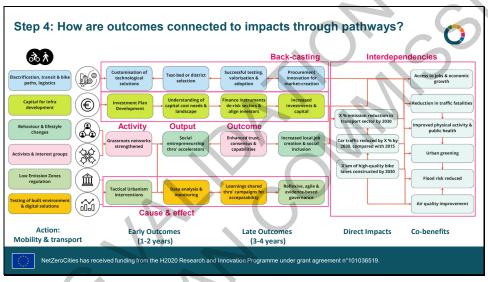


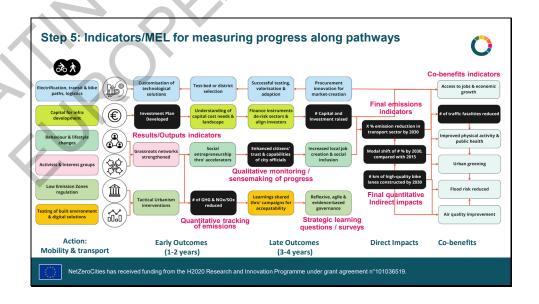




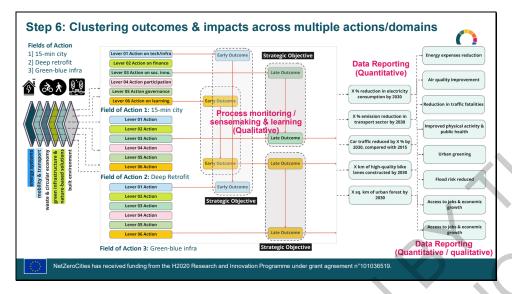


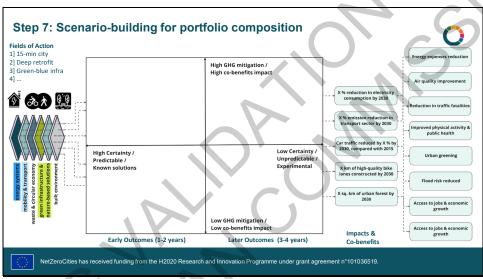


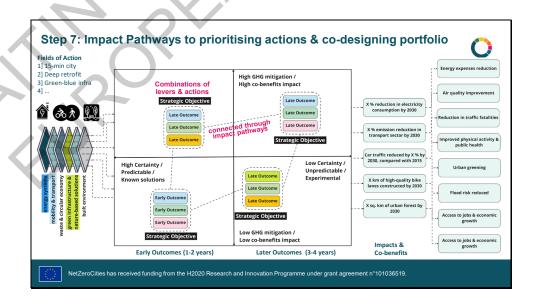














Starting points for co-creating Impact Pathways



- · What are the specific changes (outcomes) is the Action Plan seeking?
- How are the outcomes related to your city's climate-neutrality vision? (What is the threshold of 'success'?)
- Which co-benefits/impacts is the Action Plan aiming to achieve?
- When does the Action Plan expect to achieve these changes (timeline earlier or later)?
- Where and under what conditions/contexts is this going to happen? What are the necessary preconditions for the later outcomes?
- · Who will be affected from the Actions and how? (or who might benefit?)
- How do you think implementation will work in practice and how will one change lead to another?
- Which direct impacts and co-benefits occur during the changes begin to happen?
- What will your city and stakeholders and other partners do to make the changes happen (activities or actions)?
- Are there any barriers that may prevent making these changes happen? (risks & assumptions)

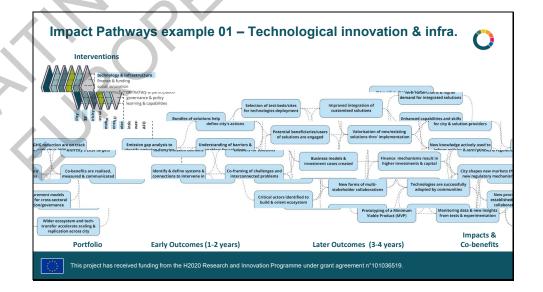
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Check-list for finalising Impact Pathways within the template

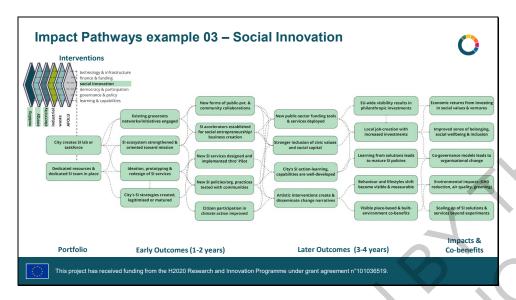


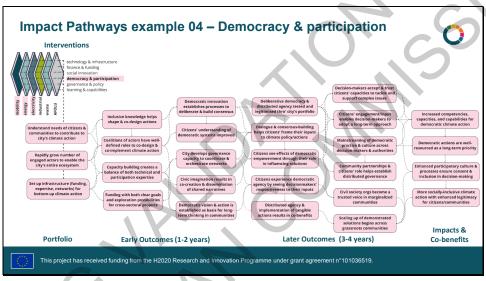
- Does this set of outcomes sufficiently capture the intent or goal of the Action Plan? If not, what's missing?
- Are the outcomes clearly and **specifically** defined? (i.e., one outcome statement)
- Are there any gaps in the impact pathways? (e.g., is there an intermediate outcome that needs to be included)
- Are the causal links as *mechanisms* for change clear? Can they be explained as a story?
- What's the evidence that supports the links between the various Impact Pathway elements?
 Any existing evidence or data sources? If not, what are the evidence gaps?
- How do the planned activities/outputs connect and contribute to the outcomes?
- Which are the common outcomes across multiple levers and fields of action?
- How could similar outcomes be clustered or combined as bold strategic objectives for coordinated actions?





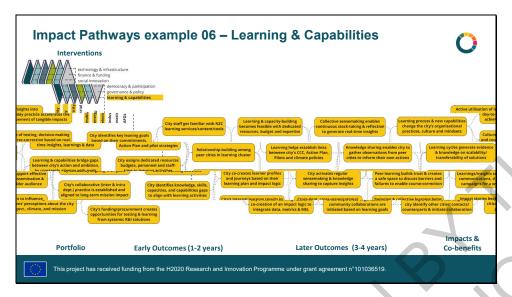


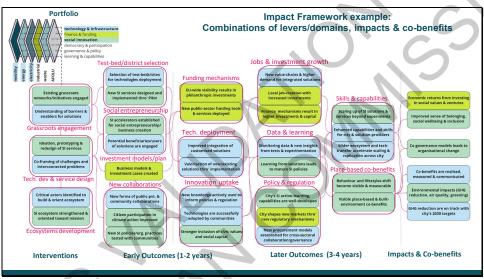


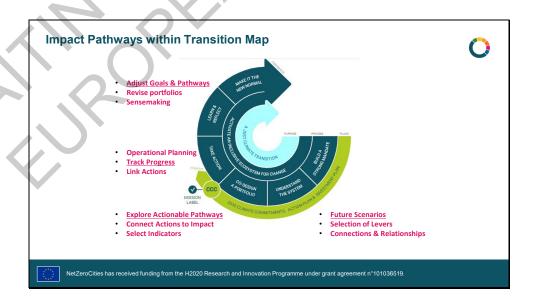




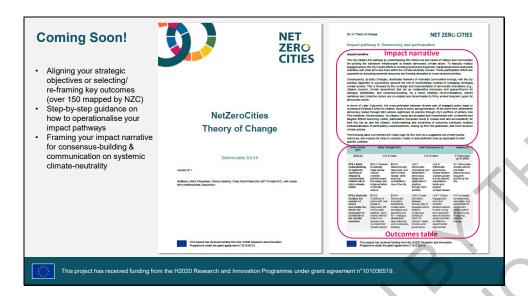










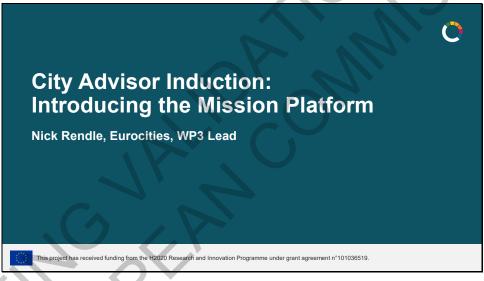






WP3 - Introduction to the Mission Portal

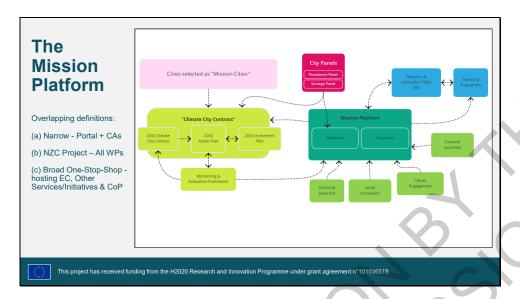




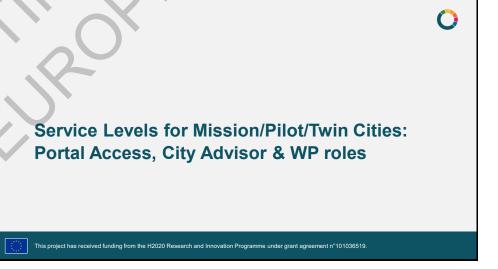
Session Aims To provide an overview of the Mission Platform including: ALL Portal Modules – live and in-development Service Levels for Mission Cities, Pilots & Twins Roles & Responsibilities within WP3 How the Platform will relate to other Initiatives See the D3.1 Platform Design Spec for detail... Please ask questions at any time!















	ONLINE PORTAL MODULES	CLIMATE-NEUTRAL CITY ADVISOR ROLE	WP6-10 TEAM MEMBER ROLE	WP1/4/5 TEAM MEMBER ROLE
Service Level 1: Any City	Knowledge Repository Social Network & P2P Collaboration Space - self-managed spaces only Public Events Call Management Tool Ohboarding Tool Climate Transition Map City Dashboard & NZC Barometer - generic	Participate in Social Network Direct cities to resources on Portal Answer questions not covered by FAQs	Participate in Social Network *Collate / produce content for Knowledge Repository	- WPA Manage call for Pilot Cities, via Call Management module - WPS Manage call for Twin Cities, via Call Management module - WPA Produce Pilot Cities Guidebook for Knowledge Repository - WPS Produce case studies For Knowled
Service Level 2a: Mission City (112)	Service Level 1, plus: -PZP Collaboration Space & Social Network - inc. spaces facilitated by NZC consortium -Private Events -Interactive Tools -City Dashboard & NZC Barometer - bespoke	Each Advisor works with 11 Mission Cities to: *Deliver SNAP* -Lead work with Transition Team *Signpost resources *Support P2 be engagement between cities *Check national gov. engagement *Support WP6-10 to plan learning programme, *Identify service gaps & brief WP6-10 to develop new content	Service Level 1, plus: *Deliver webinars/learning programmes for all Mission Cities (and potentially Twins) *Work with clusters of Mission Cities, to input from their specific area of expertise *Support City Advisors to respond to demands from individual cities *Co-design services/tools in response to	WP1 will:
Service Level 2b: Twin City (60)		Each Advisor works with 6 Twins to: -Match 2 Twins to each Pilot City -Facilitate collaboration and learning sessions -Signpost resources -Support WPS to plan learning programme	city needs	WP5 will: *Administer Pilot City/Twin City programme *Deliver Learning Programme via P2P Collaboration Space
Service Level 3: Pilot City (30)	Service Level 2, plus: •Grant Management Tool	Each Advisor works with 3 Pilot Cities to help: *WP4 allocate City Expertise Support *WP4 monitor Pilot activities delivery *WP4 plan sense-making session *WP5 plan replication activities *WP6 identify/coach change makers	Service Level 2, plus: *Intensive support to individual cities - allocated via City Expertise Support Facility. *Development and coaching of city change makers (WP6 only)	WP4 will: •Manage Pilot Cities reporting, via Grant Microscope Microscope •Deliver sense-making sessions via P2P Collaboration Space

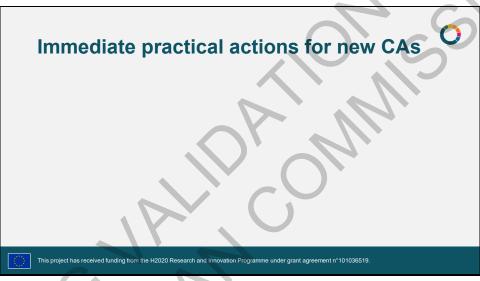


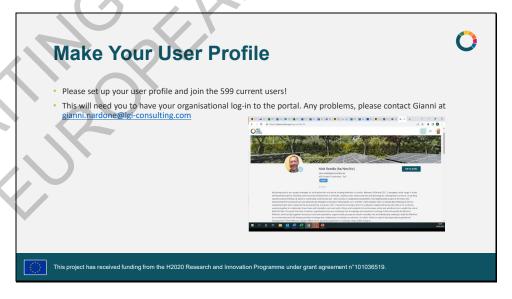
WP3 Workstream	Objectives	Whom			
WP3 Portal Design, Build & Operations	Build & technically maintain all portal modules; scope & co-design new tools/modules with other WPs	Gianni/Fabien, LGI; Apurva/Eva, Metabolic; Nick/Natalia, EUC; Monika, ICLEI			
WP3 Capacity Building programme	Define learning pathways linking training components to portal modules/locations	David, TNO; Jaime/Julio, UPM;			
WP3 Partnerships & Collaboration	Mange <u>relationships with other initiatives</u> , share their content & tools on portal, minimise additional reporting for cities	Brooke/Nick, Eurocities; Jaime/ Julio, UPM; Thomas O, CKIC; Maria/Patrick, Viable Cities			
WP2/3 Link - <u>Data &</u> <u>Dashboards</u>	GHG Inventory methodology; City Dashboard design; GHG data connection to CoM/CDP; impact pathways	Apurva/Eva, Metabolic; Ghazal, AIT; Nicolai/Marcelo, ICLEI; Nikhil, CKIC (plus others)			
WP3/11 Link - Service Coordination ('autumn prep' meeting)*	Coordinates planning for all events and services, inc. programme schedule	ALL WP leads & ALL CAs; Thomas H, CKIC			
*WP3 Workstreams on Portal Curation/Editing, Platform Secretariat & Long-Term Platform Business Model currently in redesign. To be discussed at all-consortium meeting on 4th October					
This project has received funding from the H2020 Research and Innovation Programme under grant agreement n°101036519.					







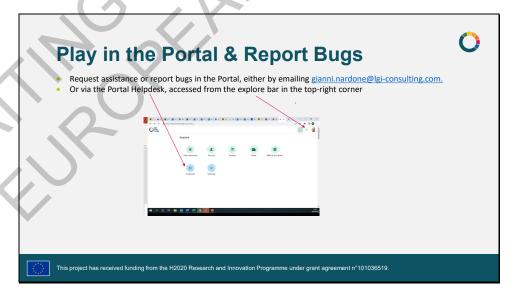








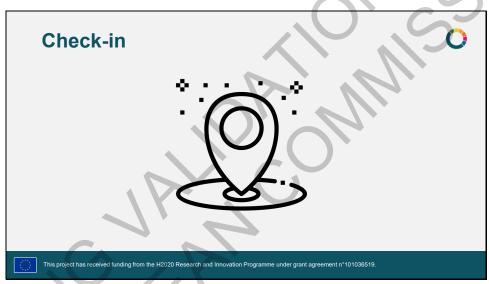






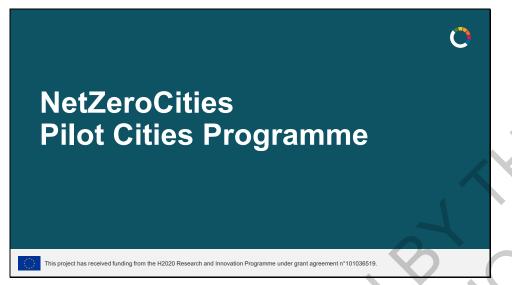
WP4 - Introduction to the Pilot City Programme











What is the NZC Pilot Cities Programme?



An overview

- A two-year, cascading grant funded programme, financed under Horizon 2020.
- Supported by the NZC Mission Platform
- Portfolio of 'Pilot Cities' testing various pathways to accelerated decarbonisation
- Targeting key identified city emissions domains and deploying R&I solutions in concert with multiple levers of change and multiple stakeholders.
- €32M for approximately 30 grants.

Approx

- 12 x €1.5M
- 10 x €1.0M
- 8 x €0 5M

This project has received funding from the H2020 Research and Innovation Programme under grant agreement n°10103651

How does this programme fit into the NZC Project and Mission Platform



- NZC Project and Mission Platform
- Mission Cities and non-Mission cities contribute to the Cities Mission (via the Mission Platform) and the 2030 ambition
- One of the major components NZC Project, allowing
 - the opportunity to engage a broader network of EU and Associated Country cities in the journey to climate-neutrality, testing systemic and innovative pilot activities;
 - and for Mission Cities to test and practise systems innovation actions and inform the development (and iteration of) of their Climate City Contract 'Mission Plans'.
- Practise systems innovation and deploy best-in-class R&I solutions as identified within and beyond the Mission Platform.
- Building capability and capacity (eg. in financing and investment) to implement city-wide transformation activities

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How is this different?



Key opportunities and key challenges

- The application is focused on understanding barriers and understanding your mandate, not (yet) to specify solutions. This gives you freedom to position the pilot to help you address core issues you face in achieving Mission and/or carbon-neutral goals – we are not prescriptive.
- There is space & time to co-create the process and figure out possible solutions in the early stage of the pilots.
- Our aim is to support you accelerating pathways to using multiple technical solutions at scale, across multiple levers, and with multiple key actors.
- The work plan and KPIs you have to submit reflect this: not everything has to be fixed now
- · The NZC consortium can support with tailored expertise
- This gives Mission cities the opportunity to align with the CCC process
- · It's focused on shared learning, capacity, and capability building



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How is this different?

Key components

The PCP is not "just" a funding opportunity as you know it it's much more than that:



- ✓ Grants
- ✓ Cities Advisors [NB: They will not be able to support your application to the PCP]
- ✓ City Expert Support Facility
- ✓ Monitoring and Evaluation
- ✓ Building financial capabilities
- · Learning:
 - ✓ Sensemaking
 - ✓ Cross-fertilisation
 - ✓ Peer learning



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The why



Pilot cities, not pilots: innovative approaches, not single solutions

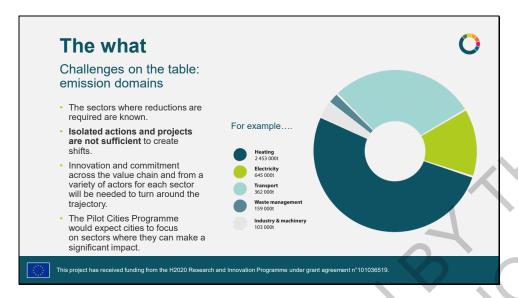
The main obstacle to climate transition is not a lack of climate-friendly and smart technologies, but the capacity to implement them. The present silo-based form of governance, designed and developed for traditional city operations and services, cannot drive an ambitious climate transition. Therefore, a systemic transformation is urgent

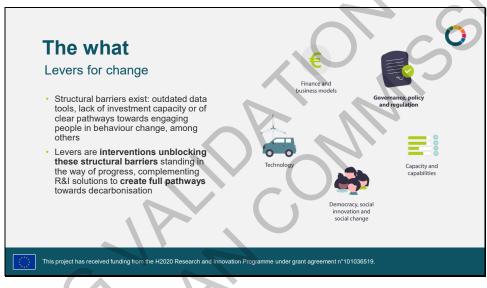
- We hope the Pilot City applications will take this to heart: There is a wide range of excellent R&I solutions out there, so how best to grow the capacity to implement and combine them?
- Working across levers of change and across actors to accelerate impact in your core emissions domains.

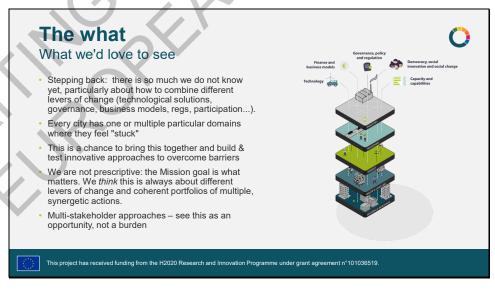
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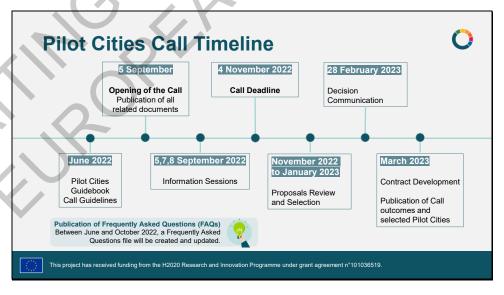














What has happened so far?



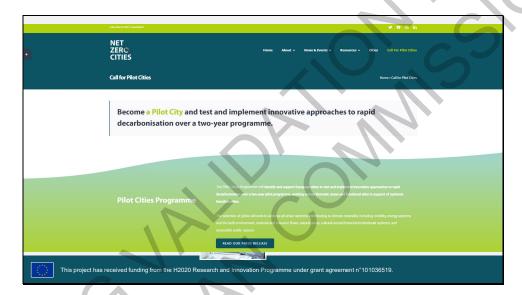
What has happened so far?

- Design and delivery of a Pilot Cities 'Guidebook'
- Design and specification of a Call for Pilot Cities – focussing on approaches to and practicing systems innovation (not R&I outputs or demonstrators)
- High-level design of a learning programme aligned to the granting framework
- Information sessions & FAQ
- Design and delivery of a Call management system
- · Launched Call for Experts (today!)

What is going to happen next?

- · Experts assessment, selection, training
- Call Management system dev reviewing, selection, project initiation
- · Exaptive: Selection aid tool
- Learning and Sensemaking programme design
- Monitoring and reporting framework design (link to above)
- Bootcamp design
- · CESF Design

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City Advisors and the Pilot Cities Programme



City Expert Support Facility – co-design, and supporting applications



· 'Bootcamp'



Sensemaking (inc. monitoring and reporting) and Pilot Cities learning journey



City Learning Programme



Cohort/NZC-wide learning, dissemination, thought leadership



 Liaising with Pilot Cities and NZC expertise/services on Financing a funding, MEL, etc.



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What next?



- Follow-up, longer session to explore this work and think about where, when, how, what...
- Establish a working rhythm / routine so we stay in touch, well aligned, and excited!
- ...What do you need from us?









WP5 – Introduction to Replication and Scale-Up



Introduction to WP5 – Replication and Scale-Up for City Advisors

Brooke Flanagan, Eurocities
15 September 2022

his project has received funding from the H2020 Research and Innovation Programme under grant agreement n°10103651

Replication & Scale-Up – WP5 in essence



- Developing the framework for replication and scale-up
- Establishing and monitoring the Twinning Learning Programme
- Producing best practice case studies and extracting lessons learned from the pilots
- Setting up national/regional collaboration for cities

Deliverables M1-M12

D5.1: Replication and Scale-Up Framework Report (M14) (ICLEI)

D5.9: Mapping of national and regional city collaboration (M12) (ERRIN)



Replication & Scale-Up - WP5 in essence

T5.1 Develop & implement replication & scale-up framework (M6-M46)

T5.2 Develop & implement Twinning programme (M12-M46)

T5.3 Identify best practices (M12-M46)

T5.4 National & regional collaboration of cities (M6-M48)



Replication & Scale-Up - WP5 in essence



Task leaders:



T5.1 Develop & implement an evidence-based replication & scale-up framework (M6-M46)

- **Analysis of drivers and barriers to replication and scale-up** based on the City Needs Assessment, input from WP6-10 and literature review
- **Develop a Replication & Scale-up framework** focusing on creating the right infrastructure and conditions
- Current status: ICLEI has undertaken research to: clarify definitions; understand the differences between scaling up, scaling out and scaling deep, different methodologies and approaches used in previous projects; identifying good practice. They also consulted with the City Panel. They've developed a framework which aligns with the Climate Transition Map and will be testing it with consortium partners and a second City Panel over the next month.



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

Replication & Scale-Up - WP5 in Task leaders: essence



Climate Alliance

T5.2 Develop and implement a successful Twinning Programme (M12-46)

- **Produce a tailored learning programme for the Twinning** which supports learning exchange between pilots and twins, sets out the steps and methodologies of the learning process and ensures Twins produce their climate action plan roadmap.
- **Design and launch the open call for Twin cities** including selection criteria to ensure a diversity of cities who are eager to learn and replicate, and creation of a Pilots catalogue to encourage cities to join.
- **Convene a cross-partner, expert selection plan** to assess the applications to join the programme. Interviews with successful Twin cities will also be undertaken to ensure that they are matched with the most relevant pilot city.
- **Detailed induction and training of City Guides** in the Learning Programme and its methodology and techniques.
- Oversight of the implementation of the Twinning and monitoring of progress towards ambitions and concrete outcomes.





Replication & Scale-Up - WP5 in essence



 Current status: rescoping the twinning to develop a clustered learning programme to support the Second Wave Cities, reducing the number of twins per pilot to 2, and removing the small/structural disadvantaged cities from the task with a view to have a specific task for them in the FPA/SGA. Design of the learning programme to start at the beginning of October.



Replication & Scale-Up - WP5 in essence



Task leaders:



T5.3 Best Practices to inspire and inform replication and scale-up (M12-M46)

- · Identify 30 case studies to support, change and influence actions in Pilots, Twins and CCC cities.
- Extract and synthesise case studies based on lessons learned through the pilots to share experiences with a wider city audience.
- Current status: task commencing in late September. Will soon start a cross-WP internal group, including CAs, to identify good practice every 6 months in order to avoid duplication and develop the cases. Different methods for presenting/communicating case studies will also be explored.



Replication & Scale-Up - WP5 in essence



Task leaders:



T5.4 National and regional collaboration of cities to boost replication and scale-up (M6-

- Map and understand the current landscape of national and regional cooperation between cities on climate action to understand success factors and identify gaps
- Coordinate relevant cities in MS where there are gaps in city climate collaboration, develop and implement a programme of activities/action, and aim to engage with MS to improve alignment and overcome policy and finance/funding barriers.
- **Current status:** mapping and research has been undertaken via a survey to cities. This task is closely linked, and collaborating, with T1.4 on multi-level governance. Draft deliverable has just been submitted for review. This will also link to the CapaCITIES project which started on 1 September.







City Advisor Role in WP5



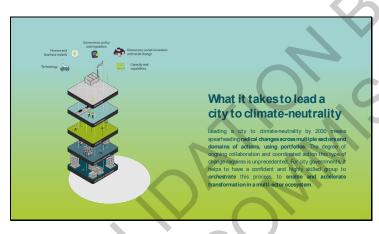
- Input to, applying and using outputs of the strategic framework on replication
- Implementing the twinning programme, supporting the learning and exchanges between pilots and twins
- Identifying good practices
- · Links to national coordination as part of MS overviews
- Etc....

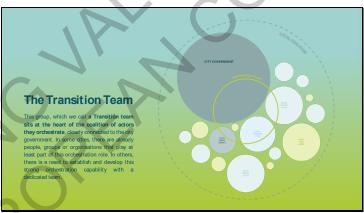


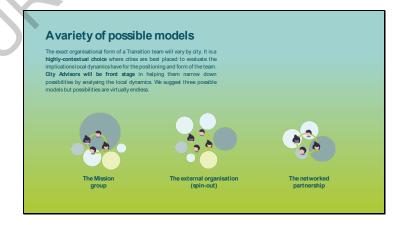


WP6 - Introduction to Systemic Innovation

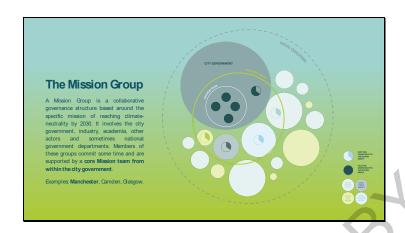


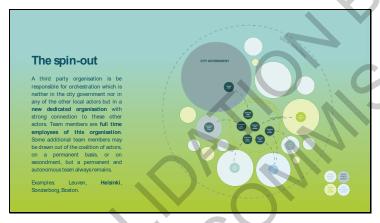


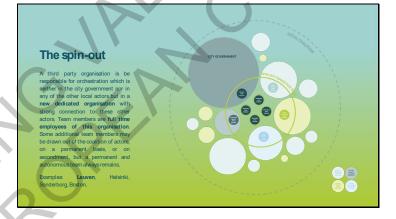


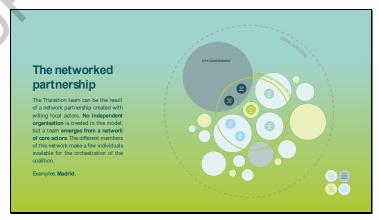




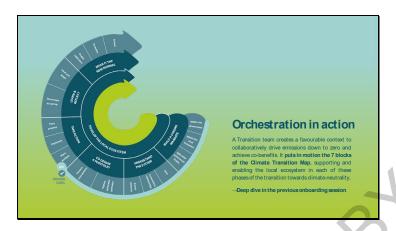


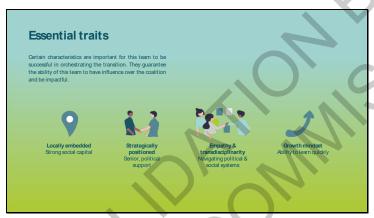


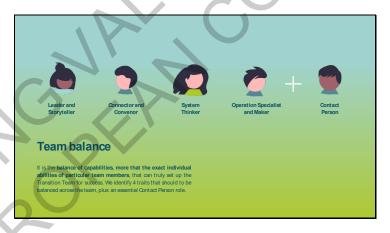


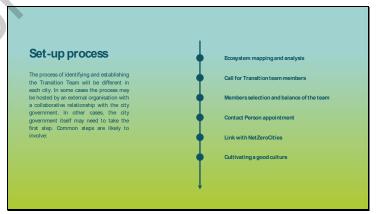






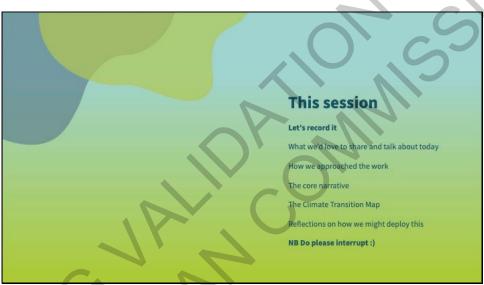


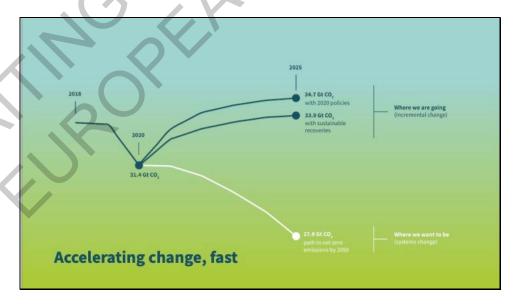






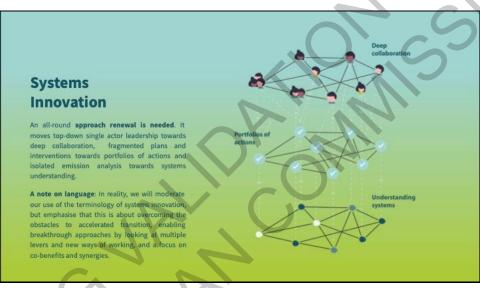


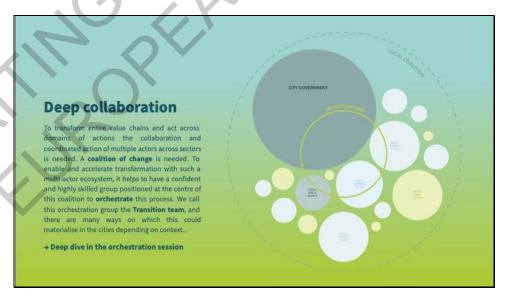
















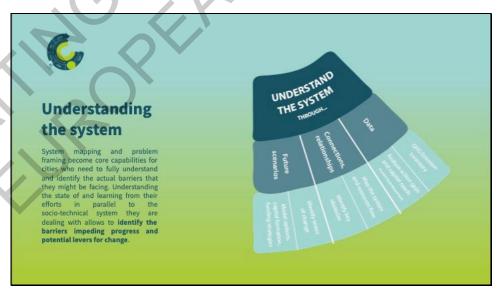




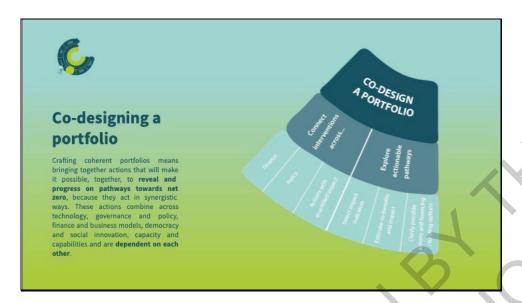


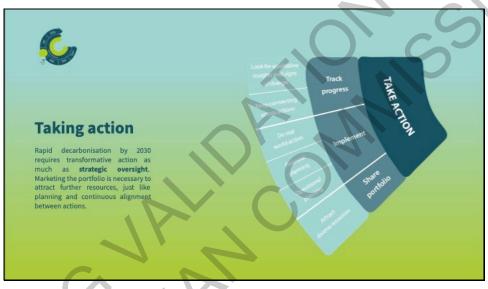












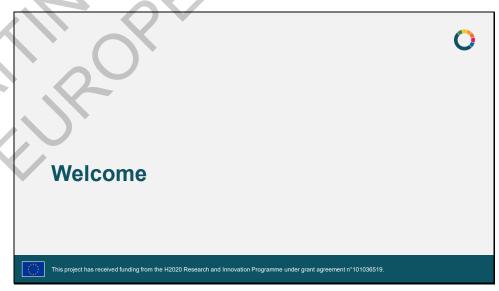




WP7 – Introduction to Finance











Agenda and objectives of this training

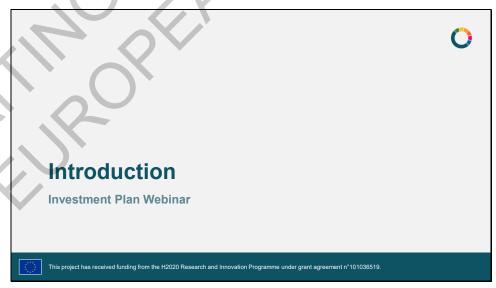
Objectives

- Providing overview and knowledge
- Empower cities to take first steps towards the development of the IP

Agenda

- Overview of modular roadmap to the Investment Plan
- · Deep dive into the pillars
- · Peer-to-peer learning elements
- Q&A session

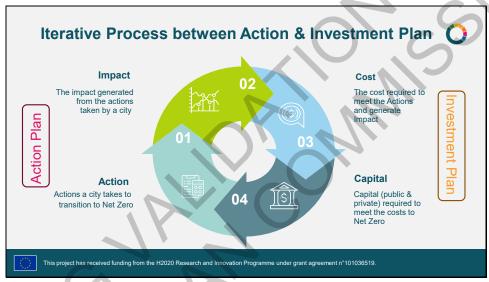


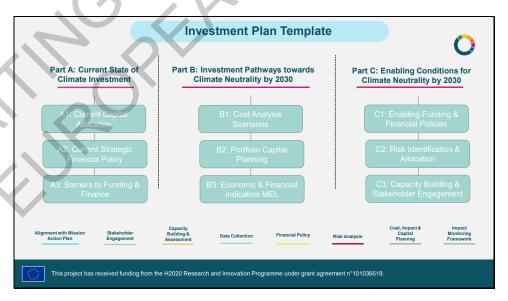








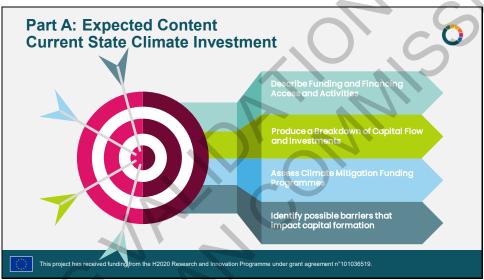


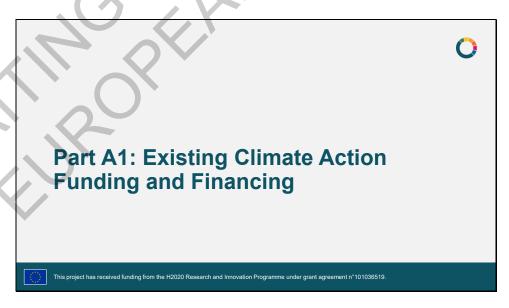
















A1 - Aims

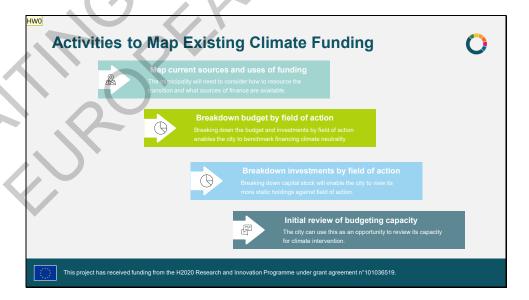


- Summarise current actions and activities related to the funding and financing of your climate actions.
- · Baselining capital allocation towards funding and financing.
- This summary should create a foundation on which to build future work to identify and utilise various capital sources for climate actions.

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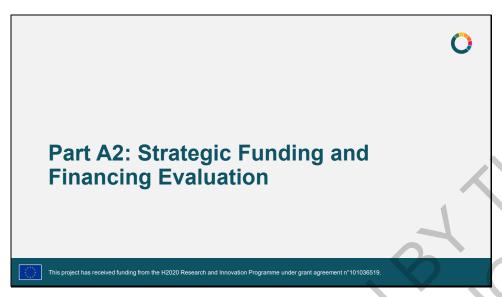
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Template for Existing Funding and Financing (e.g. Walking) (e.g. Cycling) (e.g. Car) (e.g. Light Rail / Metro) (e.g. Residential) (e.g. Commercial) (e.g. Public Buildings) (e.g. Solar Thermal / (e.g. Oil) (e.g. Natural Gas) (e.g. Coal / Lignite) (e.g. Wind) (e.g. Hydro) (e.g. Parks, Green Roofs, Community Gardens, Rivers, Protected Areas, Forestry) (e.g. Household Waste, Industrial Waste, Other Commercial Waste, Sectoral By-products)

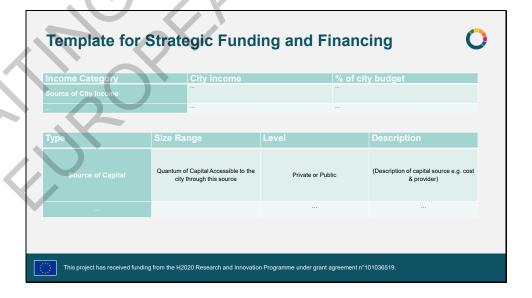








Summarise the income sources for the municipality and identify how these form the city's budget. Identify the sources of capital available to the city, this may change down the line as the transition is carried out Characterise and assess existing policies, regulations and financing strategies and sources that are contributing/can contribute to climate neutrality Only share details that are not confidential and to the extent you are comfortable.





Evaluate your city's existing financial policies



- · How?
 - Describe the city's climate neutrality financial planning processes and mechanisms together with the capital that is moved through the use of funding and procurement strategies
 - Assess and characterise current sources of incomes (for investment and operation): leases, taxes, tariffs/pricing, instruments, exceptional incomes, grants, loans etc.
 - Identify critical areas of policy or regulatory action for climate neutrality: enabling and hampering policies and regulations = supporting actions that are not aligned with net zero objective

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Activities to Evaluate Strategic Climate Funding Assess climate funding programmes The municipality will need to consider where they can rescurse their transition and what their sources of finance are: Mighlight municipality income Breaking down the budget and investments by field of action enables the city to benchmark financing climate neutrality Identify critical policy actions Breaking down capital stock will enable the city to view its core static holdings again of field of action. Assess capacity to deploy and receive capital The city can use this as an opportunity to review its capacity for climate intervention. This project has received funding from the H2020 Research and Innovation Programme under grant agreement n°101038519.







A3 - Aims



- · Based on work done so far, identify possible barriers to deploying and receiving capital.
- · Consider how these barriers could be mitigated or overcome.
- This exercise will help you identify how the policy landscape could be used to facilitate greater access to climate funding and finance.

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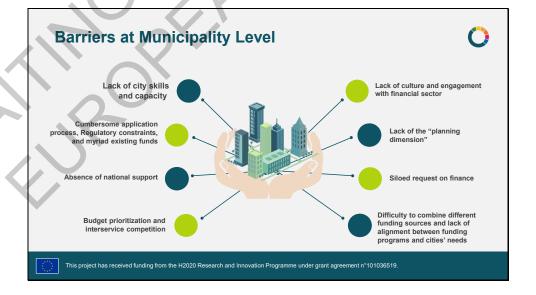
Template for Barriers to Climate Investment



Financial Barriers to achieving Climate Neutrality	Typology of Barrier	Description	Sector and stakeholders involved

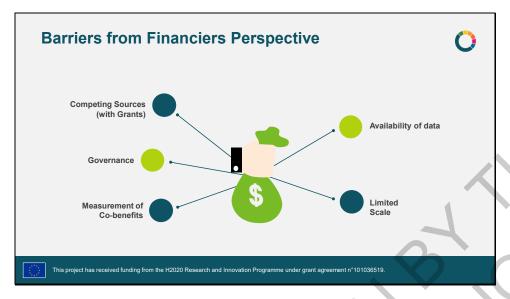
You will need to evaluate and identify the range of structural, policy, economic, and financial barriers for capital deployment in support of climate action.

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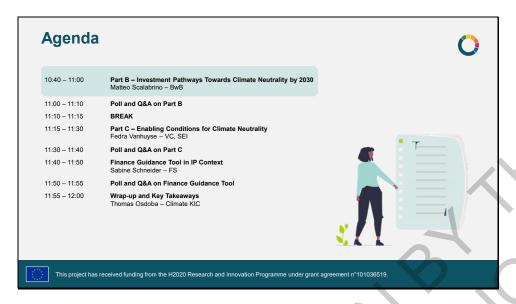


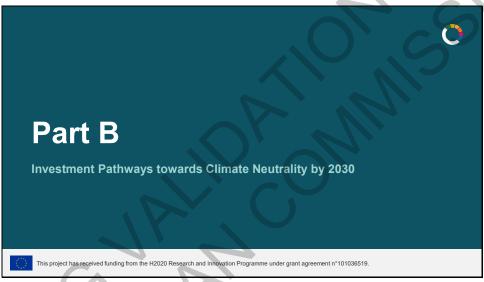


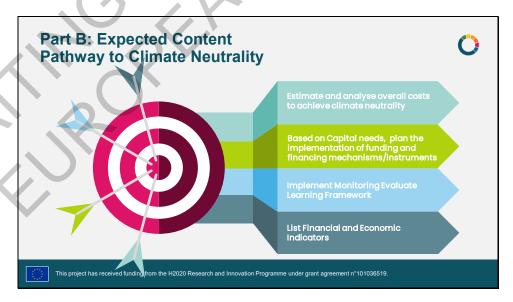
















Part B1: Cost Analysis Scenarios

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B1 - Aims



- The city should aim to capture the actions and needs for mobilising and delivering the funding and financing needed for climate neutrality.
- This module focuses on efforts to estimate and analyse the overall costs to achieve climate neutrality, and to implement the activities described in the Action Plan. Particularly those actions with a Cost Implication.
- You have the option to provide cost estimates at your own discretion on the measures disclosed in the Action Plan template.

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Template for Cost Analysis Scenarios



	Fields of Action	Action / Indicator	Implementation Costs	Operational Costs	Direct impacts (Emission reductions)*		
T	Transportation	e.g. Pedestrian and Cycling Infrastructure			Impacts in terms of monetary savings**	Job Creation**	
		e.g. Metro / Light Rail			(list more direct impacts as needed)	(list more indirect impacts as needed)	
		e.g. Fleet Electrification					
		e.g. Shift to public & non- motorized transport					

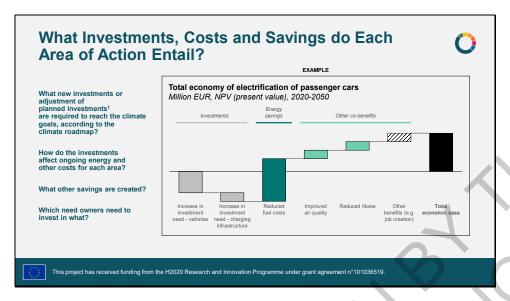
*Referring to the Action Plan

**Indicative indicators

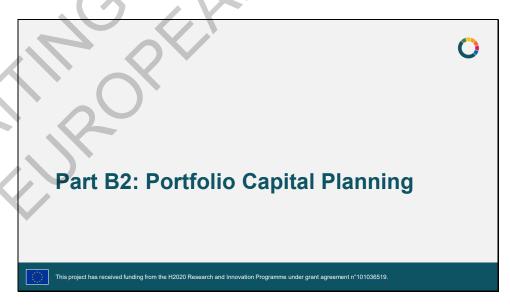














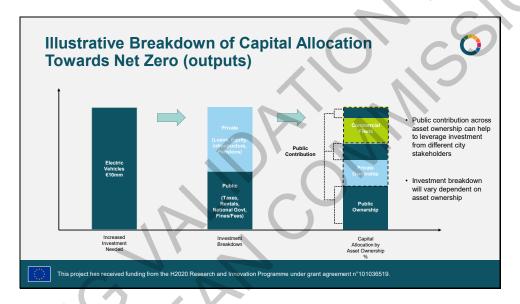


B2 - Aims



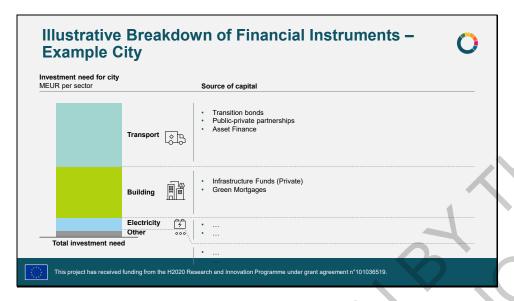
- The aim in B2 is to build on estimated breakdown of capital allocation between public and private sources.
- This module focuses on capital planning and design of specific funding and financing mechanisms and instruments.

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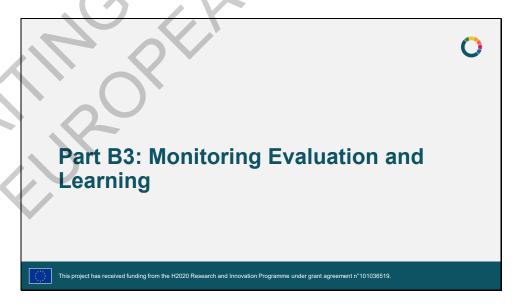












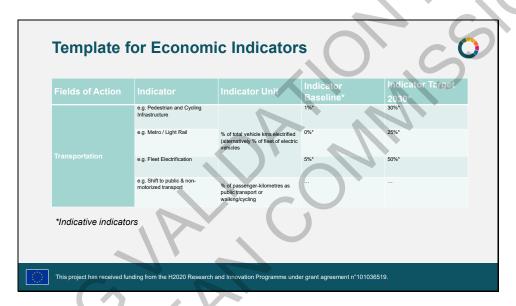


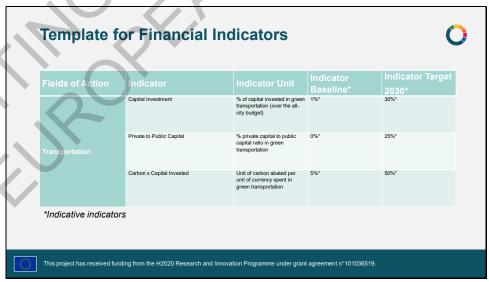


B3 - Aims

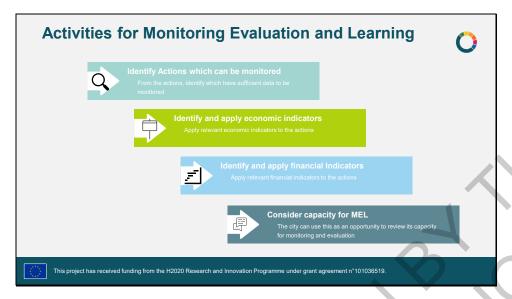


- The aim in B3 is to provide a monitoring and evaluation framework for you to track progress of the implementation of the Investment Plan.
- The municipality should identify and apply leading and lagging financial and economic indicators which can be used to baseline the city situation and monitor progress.

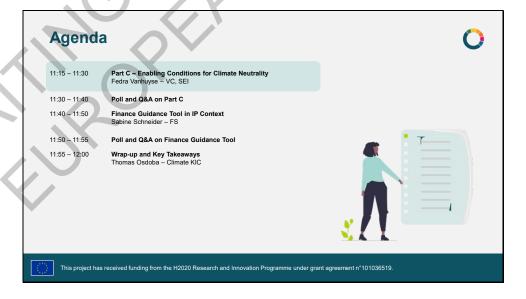




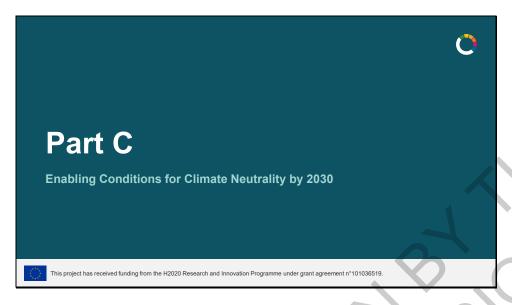


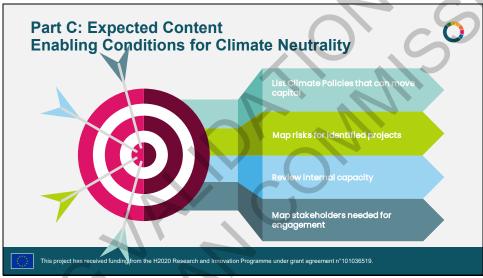


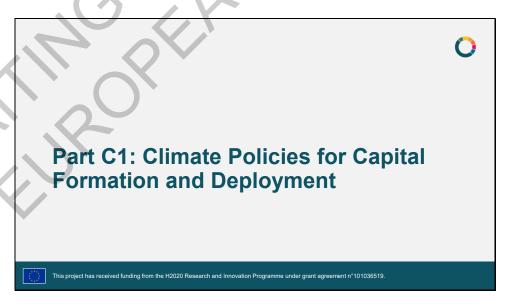
















C1 - Aims



- Align policies and regulations to attract more capital by uncovering the ones that support or hinder deployment of capital, such as:
 - Green funding policies: e.g. redirect existing revenue streams or fee mechanisms, adopt green taxes and subsidies, adjust/remove hampering policies and subsidies/taxes/user fees
 - Use local policy and regulation as non-market instruments towards climate neutrality: adopt enabling building and planning regulations and standards,
 - Adapt your procurement strategy for green and innovative procurement, using all the options available for Green Public Procurement
 - Facilitate finance paired with governance innovation: e.g. cooperative of renewable energy, housing, One stop shop for retrofitting mixing public, private and financing entities, collective investment vehicles

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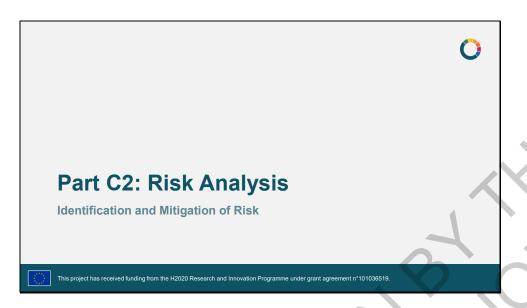
This project has received funding from the H2020 Research and Innovation Programme under grant agreement n°10103651

Activities for Climate Policies on Capital Formation Identify policies that could facilitate the 1P Consider local policies and national policies. Considering procurement as well. Review policies by sector and target Produce a description of these policies including implementation. Consider intended outcome of noticies Stunifly the outcome of interventing these policies and for what they would be 30 tyling. Consider capacity to implement policies The city can use this as an opportunity to review its capacity for policy implementation. This project has received funding from the H2020 Research and Innovation Programme under grant agreement n° 101038519.









C2-Aims

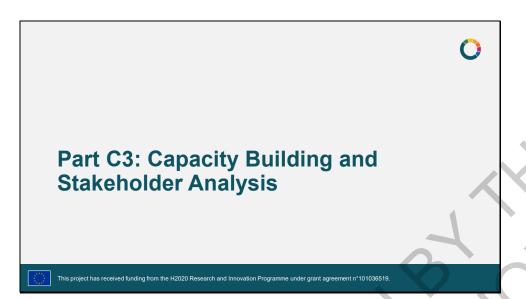
- Understanding internal and external risks for the deployment of capital, across different categories:
 - · Likelihood of occurrence
 - · Impact on the investment plan
 - Mitigation measures
 - Monitoring process

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

Template for Identification of Risks Fields of Action Sectoral Project Risks Identified Description of Risk (likelihood and impact) Uransportation Built Environment Energy Generation Green infrastructure and Nature Based Solutions Waste and Circular Economy City Wide Risks (Cross Cutting) This project has received funding from the H2020 Research and Innovation Programme under grant agreement n*101036519.



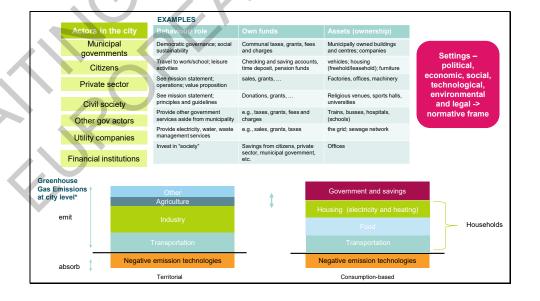




C3 - Aims



- Similar stakeholders as in the climate action plan, but with a focus on those who could support the investment plan
- Aim
 - Understand ability and willingness to make the investments needed to achieve climate neutrality
 - · Engage on the risks associated with climate action and investment plan;
 - Agree on feasibility of the investment plan, including how capital will be redirected, and how financial instruments will be used
 - · Align on priorities
 - · Uncover also the equity and equality consequences (for the "have nots")







Steps in stakeholder engagement



- 1. Mapping of different stakeholders, using influence and impact
- Assessing the financial capacity of the different stakeholders including credit rating, legislative (financial) framework they operate under, and financial instruments used currently. Links with the mapping of funding opportunities
- Assessing the conditions under which the actors would use (similar or other) financial instruments, and how funding could be redirected
- 4. Understanding the terms and conditions of the investment plan

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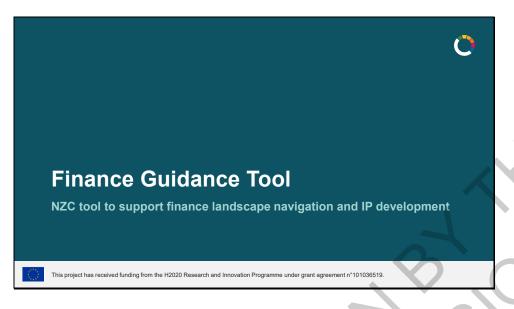
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Template for Stakeholder Engagement Stakeholders involved Network Influence Interest Level and type of Engagement This project has received funding from the H2020 Research and Innovation Programme under grant agreement n*101036519.

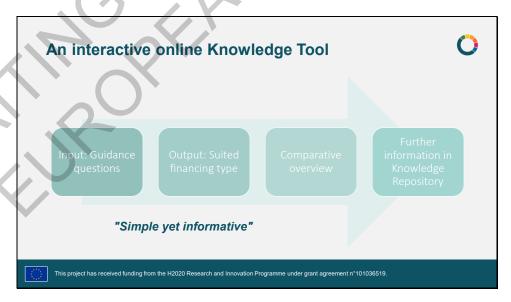




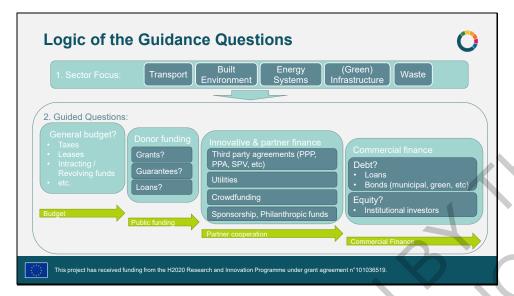


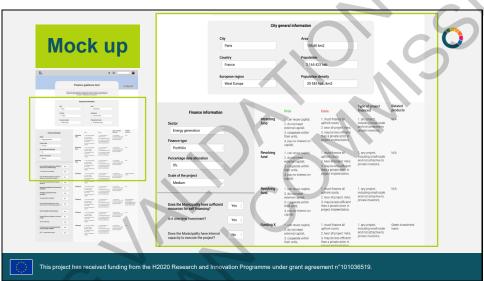


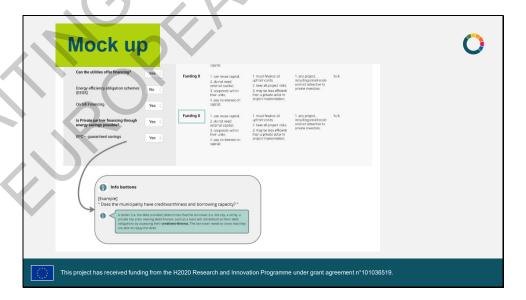




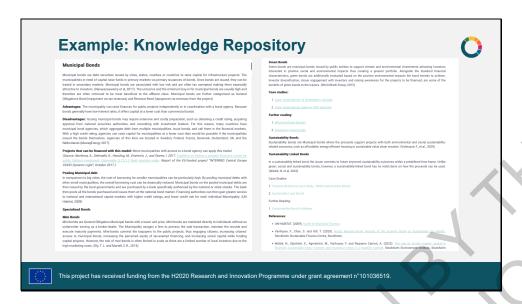












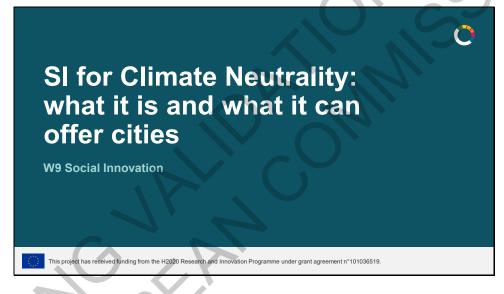






WP9 - Introduction to Social Innovation









SI Working Definition in NZC



Social innovation refers to the **design and implementation** of **new solutions** that imply conceptual, process, product, or organisational change, which ultimately **aim to improve the welfare and wellbeing of individuals and communities**.

Many initiatives undertaken by the social economy and by the civil society have proven to be **innovative in dealing with socio-economic and environmental problems**, while contributing to economic development.

(OECD, https://www.oecd.org/regional/leed/social-innovation.htm)



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Where is SI adopted?



- Social innovation does not refer to any particular sector of the economy, but to innovation in the creation of social outputs, regardless of where they emanate.
- As such, they can come from the public, private and third sector as well as what we call the informal sector.



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SI for Climate Neutrality



- Social innovation can help cities accelerate their transition to climateneutrality in many ways:
 - ensuring the consideration of economic development and overall wellbeing of people and the planet at every step of the transition to net zero;
 - highlighting the <u>co-benefits</u> of climate mitigation that generate social and economic value;
 - creating new <u>business models</u> and building <u>capacity</u> to address decarbonisation challenges;
 - creating engagement platforms for multiple actors to co-design and coproduce solutions contributing to decarbonisation; and
 - supporting positive <u>behavioural changes</u> by responding to specific local needs and acting within cultural contexts.





SI Principles within NZC



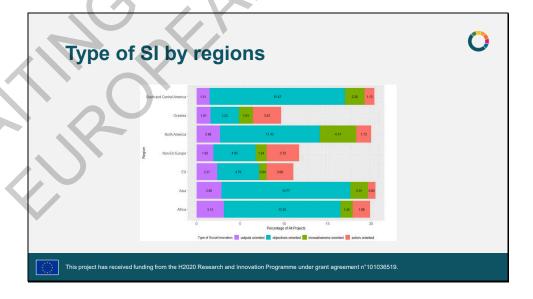
- Key principles for leveraging SI in the transition to Net Zero **Emissions**
 - Adopt a collaborative and human-centered approach: SI co-designs solutions with actors, helping translate mission directives on climate goals into practical solutions that resonate with local actors and which align with co-benefits of the transition to Climate Neutrality.
 - Address unmet social needs: SI responds to old and new needs as they emerge from the transition to Net Zero Emissions in ways that serve both people and planet.
 - Enable an ecosystem: SI depends on a system of actors and resources that support its growth. In turn, it creates relationships and linkages that strengthen and mobilize the very same. SI can help cities become platforms for climate transformation, with a greater capacity for collective action across their diverse communities.

Some data on SI: ESID database



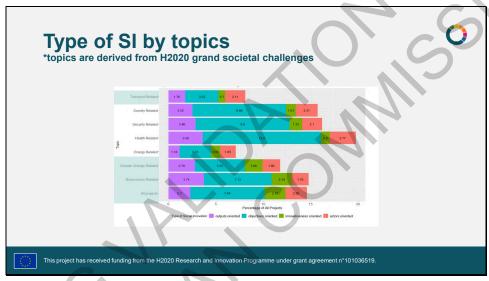
- · Source : https://esid.shinyapps.io/ESID/
- Currently ESID contains 11,441 projects from 153 countries
- · Data showed in the following relies on 6341 projects for which complete information are guaranteed
- SI classification adopted:
 - Objectives: Social innovations satisfy societal needs

 - Objectives: Social innovations satisfy societal needs
 Actors and actor interactions: Innovations that are created by actors who usually are not involved in «economic innovation»
 Outputs/Outcomes social innovation changes the attitudes, behaviours and perceptions of the actors involved.
 Innovativeness: innovation, namely involving a distinguishable practical activity (i.e. idea to be implemented) and resulting in new products, processes, services and models









Discussion: Obstacles, Risks and Interactions with other WPs



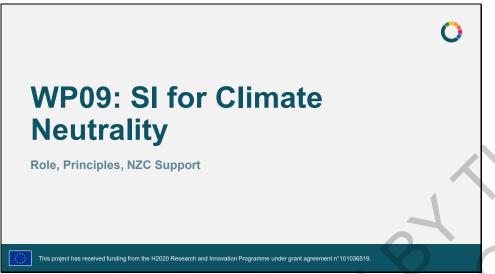
- Obstacles:
 - Poor understanding of social innovation and its connection with net zero emission goals Weak local ecosystem for social innovation
- - SI is seen as an add-on rather than as a transversal and strategic ally of climate goals Impact of SI remains dispersive due to a lack of strategic programming and uptake Mistaking citizen engagement for social innovation, and not pushing forward to the creation of innovative solutions to be implemented
- Interactions with other WPs:

 - WP02: SI Evaluation Framework and Metrics
 WP06: SI supports the systemic approach of NZC
 WP08: shares some methods, tools and case studies with citizen engagement; the latter supports the SI Design Process

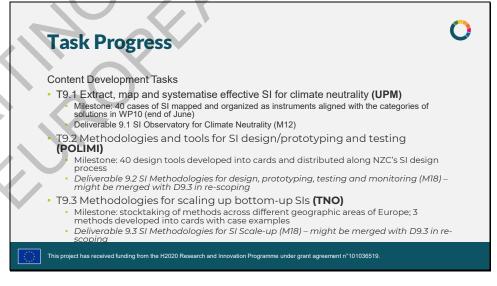
 - WP10: SI provides solutions for the catalogue















Task Progress



Service Design Tasks:

- T9.4 SI Cities Community for Climate Neutrality (LGI)
 - Milestone: SI Hub for matchmaking
 - Deliverable 9.4 SI Matchmaking service pool blueprints, customer journeys (M24)
- T9.5 SI Experimentation in cities through local challenges and co-production (POLIMI)
 - Milestone: Social Innovation Design Process matched with tools from T9.2 basic process from which cities can conduct context-based SI experimentation
 - Deliverable 9.5 SI Experimenting services pool blueprints and customer journeys
- T9.6 SI Capacity-building through co-design and learning-by-doing (DML)
 - Milestone: SI Learning Program & Monitoring process of the program
 - Deliverable 9.6 SI Capacity Building services pool blueprints and customer journeys
 - Deliverable 9.7 Evaluation of the SI Learning Program (M40)



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NZC's SI Support to Cities on Portal



- SI Design Process (T9.2 and T9.5)
 - · A basic pathway to help cities develop a social innovation project in support of mission objectives and to develop specific portfolios
- SI Learning Repository (T9.1 -9.3, T9.6)
 - Case Study Collection: 40 cases from across Europe that exemplify how SI can help cities in the transition to Net Zero Emissions (T9.1)
 - · A toolkit to equip cities with the tools and methods to develop, implement, evaluate and scale social innovation (T9.2-9.3)

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Discussion: Obstacles, Risks and Interactions with other WPs



- Obstacles:

 - Poor understanding of social innovation and its connection with net zero emission goals (Case Studies, D9.1, T9.6 Capacity Building)

 Weak local ecosystem for social innovation (NZC mapping; T9.4 SI Hub; tools from T9.2 + 9.3; T9.6 Capacity Building)
- S. Its seen as an add-on rather than as a transversal and strategic ally of climate goals (link to CCC; challenge-based SI design process + tools; links with co-benefits; T9.6 Capacify Building)

 Impact of SI remains dispersive due to a lack of strategic programming and uptake (same as above; metrics from WP2)

 Mistaking citizen engagement for social innovation, and not pushing forward to the creation of innovative solutions to be implemented (highlighting at each point the innovation objective while being social in the means [process] and the ends [output/outcomes/impact]; T9.6 Capacity Building)
- actions with other WPs: WP02: SI Evaluation Framework and Metrics WP06: SI supports the systemic approach of NZC
 - WP08: shares some methods, tools and case studies with citizen engagement; the latter supports the SI Design Process WP10: SI provides solutions for the catalogue





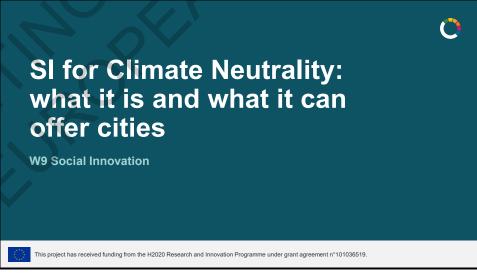


SI for Climate Neutrality



- · Social innovation can help cities accelerate their transition to climate-neutrality in many way.
 - ensuring the consideration of economic development and overall wellbeing of people and the planet at every step of the transition to net zero (SI Design Process: innovation objective that produces social value both in the means [process] and the ends [output/outcomes/impact]; T9.5 Mentoring services to conduct context-based SI experiments);
 - highlighting the <u>co-benefits</u> of climate mitigation that generate social and economic value (challenge pathways; D9.1 and D9.2/9.3; T9.5
 Mentoring services to conduct context-based SI experiments; T9.6 Capacity Building);
 - creating new <u>business models</u> and building <u>capacity</u> to address decarbonisation challenges (D9.1 + Case Studies; SI Design Process: pathway and tools; T9.5 Mentoring services to conduct context-based SI experiments; T9.4 SI Hub; T9.6 Capacity Building);
 - creating engagement platforms for multiple actors to co-design and co-produce solutions contributing to decarbonization (SI Design Process: pathway and tools); and
 - supporting positive <u>behavioural changes</u> by responding to specific local needs and acting within cultural contexts (SI Design Process: pathway and tools; T9.4 SI Hub).









WP09 Social Innovation in relation to the Climate Transition Map

A review of SI's contribution; a working map of WP09's content and services

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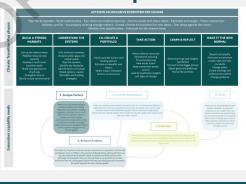
SI for Climate Neutrality



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 - highlighting the <u>co-benefits</u> of climate mitigation that generate social and economic value (challenge pathways; D9.1 and D9.2/9.3; T9.5
 Mentoring services to conduct context-based St experiments; T9.6 Capacity Building);
 - creating new <u>business models</u> and building <u>capacity</u> to address decarbonisation challenges (D9.1 + Case Studies; SI Design Process: pathway and tools; T9.5 Mentoring services to conduct context-based SI experiments; T9.4 SI Hub; T9.6 Capacity Building);
 - creating engagement platforms for multiple actors to <u>co-design</u> and <u>co-produce</u> solutions contributing to decarbonization (SI Design Process: pathway and tools); and
 - supporting positive <u>behavioural changes</u> by responding to specific local needs and acting within cultural contexts (SI Design Process pathway and tools; T9.4 SI Hub).

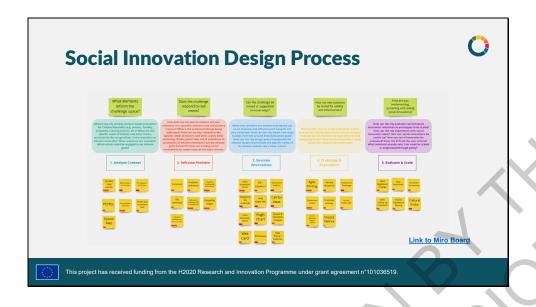
Social Innovation Design Process and the Climate Transition Map

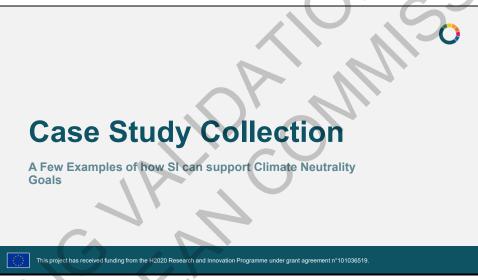




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Engagement Platforms for Resilience and Collective Action

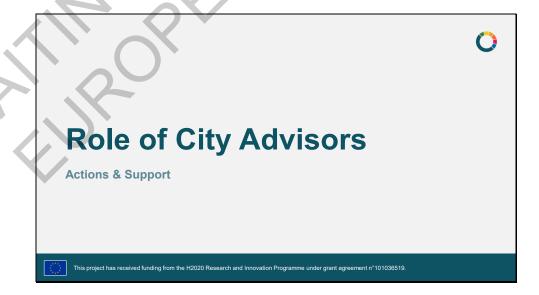
- Elektrizitätswerke Schönau (EWS):
 - In the aftermath of Chernobyl, committed citizens create a nuclear-and coal-free energy supply belonging to citizens, subsidising renewable energy systems, but also reducing electricity consumption and supporting the operation of climate-friendly co-generation units.
- Mannheim City Lab/ KLIK/ etc.: City Labs/Living Labs for collaboration on specific issues.
- Better Reykjavik/You Decide, Braga/etc.: digital and physical platforms for citizen projects



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

Pallo-Pojat Juniorit Helsinki Ride Share: Change practice Paris 15-minute City a gresidential quarter requiring no more than 15 minutes to get the most essential goods and services, related to transport This project has received funding from the H2020 Research and Innovation Programme under grant agreement n*101036519.







Actions and Support



- Introducing our knowledge content when appropriate to demonstrate the importance of social innovation (e.g. by storytelling through the case study collection, by suggesting tools/methods for initial working sessions, etc.)
- · Reviewing our services as they are ready to help iterate for effectiveness based on your experience
 - SI Toolkit (Mid-October)
 - SI Pathway (Beginning of November)
 - SI Mapping Services (TBD)
- · Identify and report good practices to add to our collection
- Inform us of any gaps or opportunities to promote SI and its early, strategic adoption.

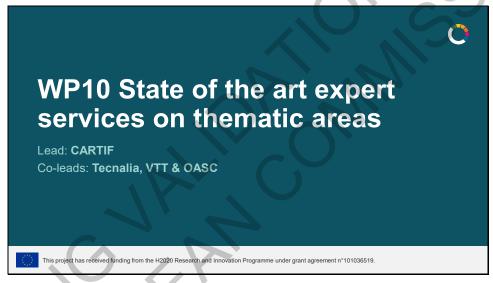






WP10 - Introduction to Technical Solutions





WP10 overview

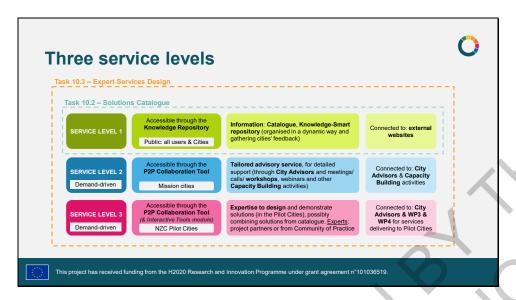


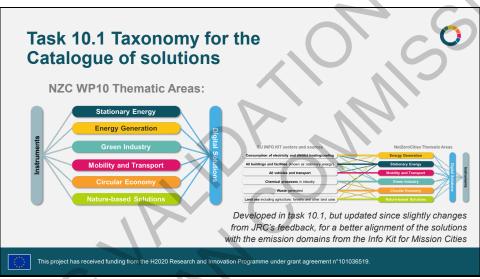
WP10 is aimed at sourcing proven solutions that can support cities in their climate neutrality pathway.

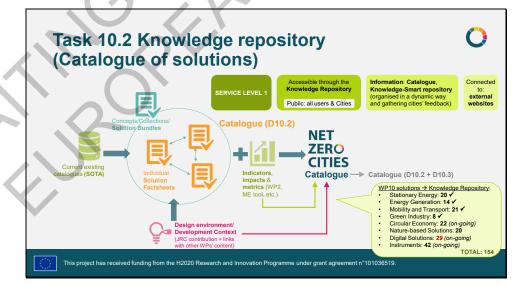
Main objectives

- Map and characterize proven solutions in the defined thematic areas, as well as the requirements for the suitable design environment (understood as the needed context for the successful, systematic deployment of solutions in terms of policy, governance and regulatory aspects WP14, finance and business models WP7, citizen and stakeholder engagement WP8, social innovation methods WP9, metrics WP2, and technical foundations including cross-cutting elements such as data spaces and interoperability mechanisms)
- Map and analyse how cities can achieve different co-benefits when deploying solutions
- Design 3 levels of services for the cities (to feed into WP3 Portal and Platform)

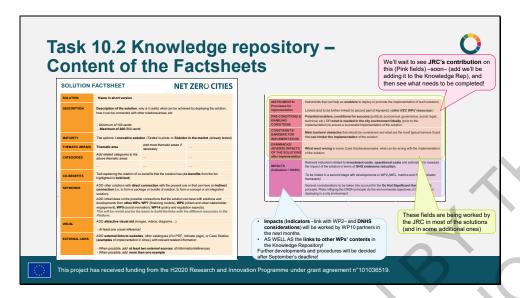


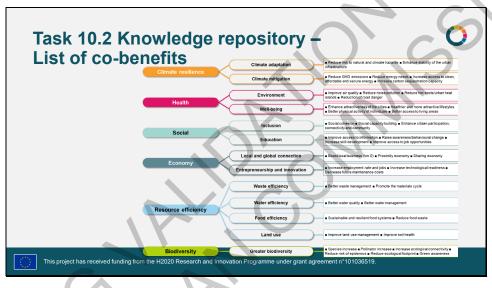


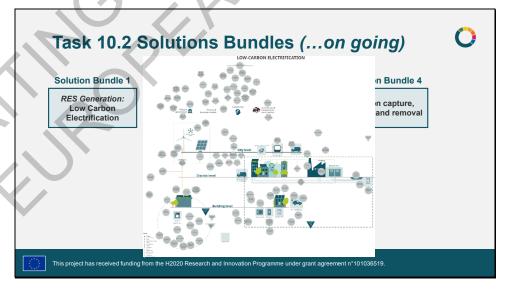




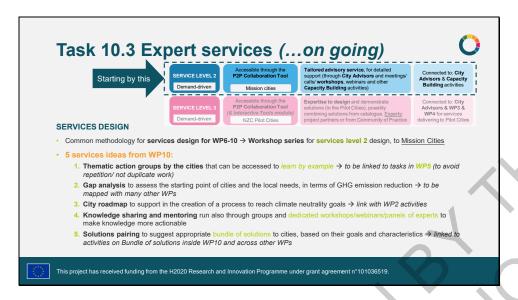








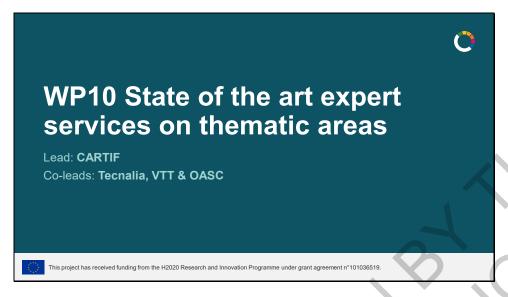


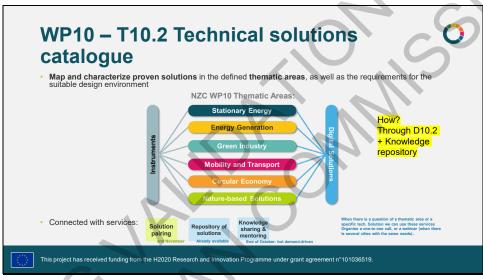


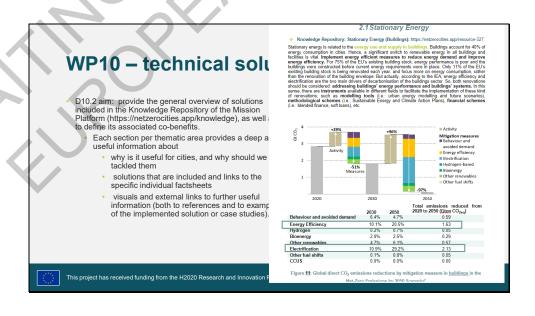






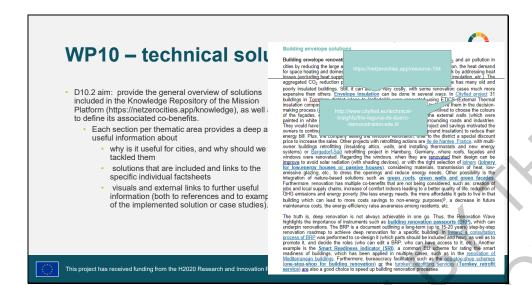




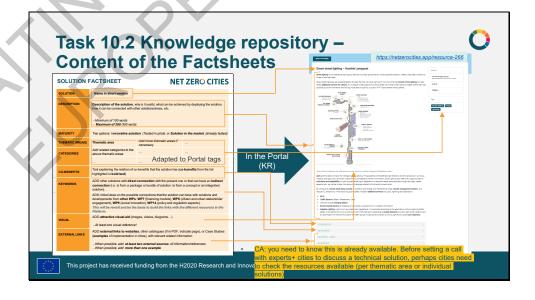




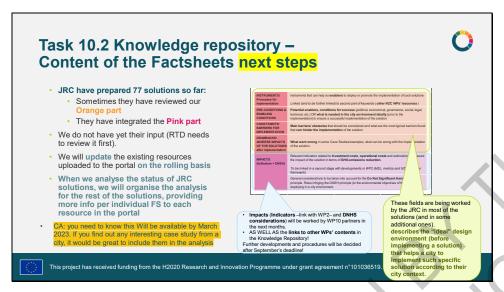


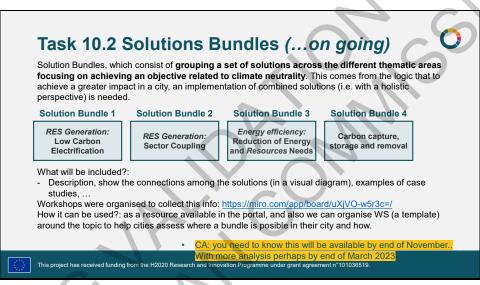


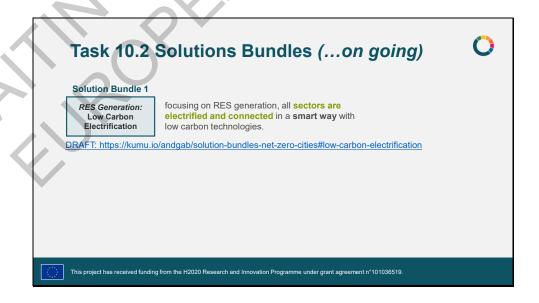






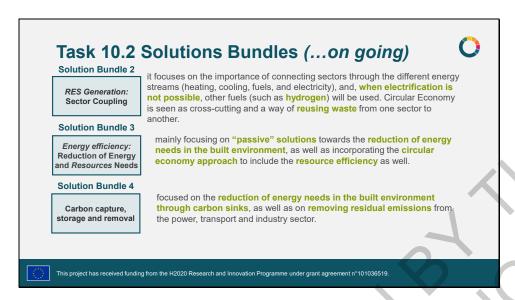


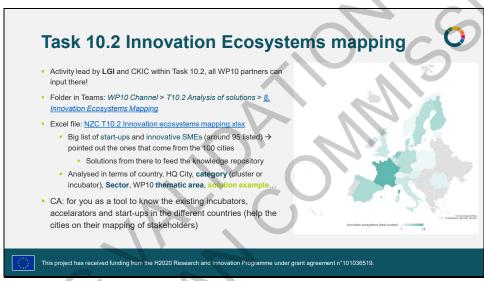


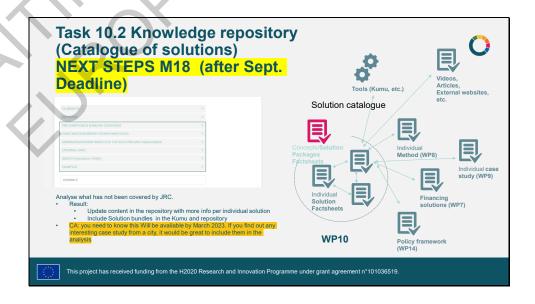






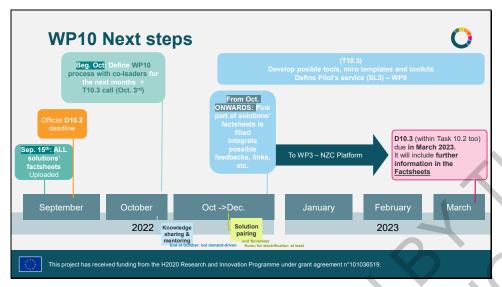


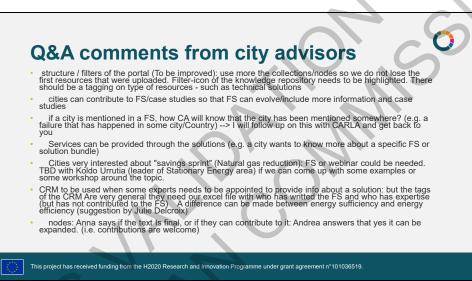


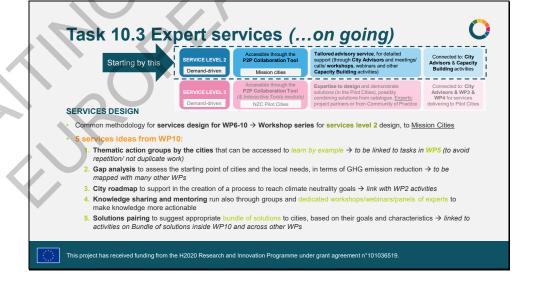






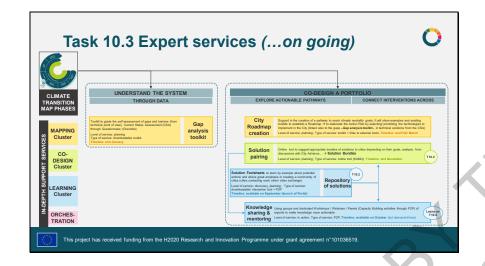










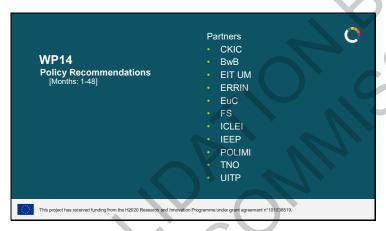


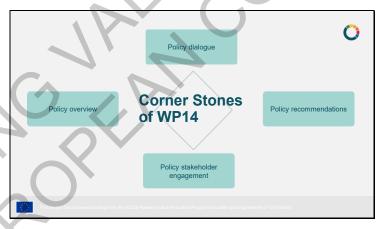




WP14 - Introduction to Policy and Stakeholders

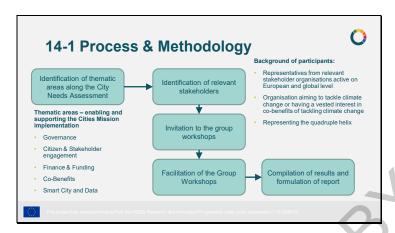


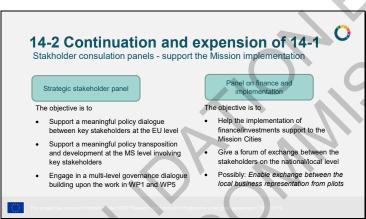




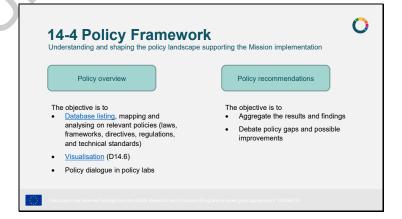
14-Policy Stakeholder engagement Reasoning • The engagement and participation of stakeholders is a decisive element for effective municipal energy and climate planning and for the implementation of goal-oriented measures. A vital part in this is the discussion of how policies may be of support in the implementation of the EU Cities Mission. • Knowledgeable in the level of the EU and Member State policy contexts on climate change and climate neutrality • Representing organisations civil society, business and industry, academics and think tanks. The EC will represent the institutions/initiatives.















Measurable output



- Reports: D14.6 (out), D14.2 (June/July), D14.3/4 (delaying until M20), D14.5 (M24), D14.7 (M36)
- Database and visualisation: in preperation (prototype latest M12)
- 8 Policy Labs: Binding together lessons learned multi-level dialogue (until M48)
- Policy case studies and briefs: coming
- Policy White Paper: draft M36 -> final M40
- Stakeholder Panels: until M48

The CAs could support



Policy labs and panels in regard to topic orientation, moderation and

