



# **Method for coherent implementation of work at local level**

**Deliverable D8.8**

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## Abbreviations and acronyms

Acronym	Description
WP	Work Package
NZC	NetZeroCities

## Summary

This document proposed a method for implementing the service model across geographies, themes and contexts. Used in a collaborative manner between cities, and the NZC support structures, the services and tools will be highly effective in providing cities with the knowledge and expertise they need to succeed.

## Keywords

Climate Adaptation, Climate Transition, Service Model

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## 2. Introduction

### 2.1. Context

Cities are key to achieving zero carbon faster and ensuring our decarbonisation efforts are equitable and contribute to the well-being of European communities. Measures will need to be highly ambitious to achieve these objectives and as such, they will challenge existing norms and behaviours practised by citizens, and require broad scale collaboration from a plurality of actors. Mobilising this diverse ecosystem of actors while managing societal change requires consistent involvement of citizens and stakeholders in decisions that impact their lives. How insights, decisions, and actions are carried out – with or without others – will determine how inclusive and ready for change a local ecosystem will be. As the NZC mission continues and cities are transitioning from planning to implementation, it will be crucial for cities to build their capacities in citizen and stakeholder participation to ensure that citizen and stakeholder perspectives are central to the decisions that cities make.

### 2.2. Purpose

The purpose of this document is to detail how the NZC Consortium will build cities' capacities to do citizen and stakeholder participation by implementing the service model for citizen and stakeholder participation at a local level.

This document builds off previous work to design a service model, detailed in Deliverable 8.6 Service Model for Citizen and Stakeholder Participation. For Deliverable 8.6, two tools were created to help cities understand their needs related to citizen and stakeholder participation, and to find the resources to address their needs. This document proposes a method to ensure cities, along with City Advisors and City Support Groups, are able to use these tools as part of a comprehensive service.

Given the unique socio/cultural/political/economic/demographic contexts for each of these cities, there will be no “one-model-fits-all”; rather our implementation method will emphasise the local wisdom of cities while ensuring the foundational values and principles of civic and stakeholder participation are upheld.

### 2.3. Key concepts

To ensure every reader's complete understanding of this document, below are definitions of concepts that are important to this document:

- **Service model:** A service model ensures any user is able to attain what they need from a service in a coherent, and accessible manner. In this context, the users are cities accessing knowledge, resources and expertise regarding any and all aspects of their climate transition.
- **Climate Transition Journey:** The Climate Transition Journey proposes a transformative approach for cities to accelerate decarbonisation. At the core of the model is an iterative process composed of six elements: Building a Strong Mandate, Understanding the System, Co-designing a Portfolio, Taking Action, Learning and Reflecting, and Making it the New Normal. These six elements are helpful for cities, and NZC staff, to evaluate progress in a city's transition. Full descriptions of each of the process elements, along with recommendations for supports and resources, can be found [at this link, on the Climate Transition Map](#).

### 3. Overview of Service Model

The service model consists of two components: online tools, designed to support cities' civic and stakeholder participation practices throughout their climate transition journey, and NZC support structures, City Advisors and City Support Groups. The following two sections describe these in greater detail.

#### 3.1. Tools

To make it easier for cities to identify and utilise relevant NZC citizen and urban stakeholder engagement services, two Service Model tools have been created - the **Ecosystem Check-Up** and the **Activation Pathfinder**.

- **The Ecosystem Check-Up** is a diagnostic tool that helps cities define their local ecosystem needs and identify the services that can address their highest priority needs. In the Check-up, cities first identify their problem areas related to citizen and stakeholder participation and are asked questions that correspond with their identified problem areas. Then, based on a back-end algorithm, the city will be shown what their priority needs are, and will be suggested relevant services. The problem areas were identified in an early research stage and informed directly by what we learned from cities on the issues they face.

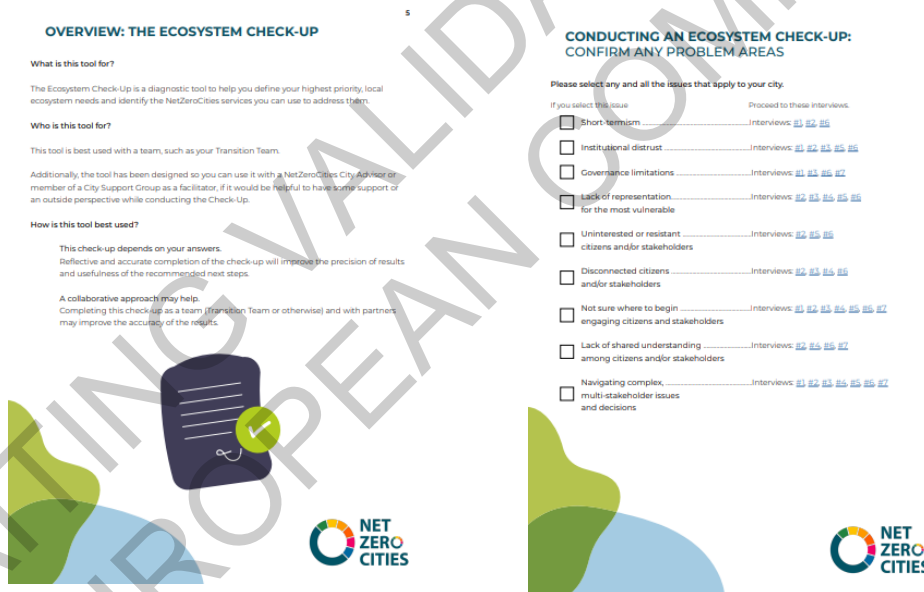


Figure 1 : Screenshots from Ecosystem Check-up Minimal Viable Product

- **The Activation Pathfinder** is a tool that optimises the user experience by finding complementary services which can enhance the effectiveness of their overall approach to citizen and urban stakeholder engagement. In the Pathfinder, the cities are asked to reflect upon where they are along their Climate Transition journey, what tools they are already using or planning to use, and whether or not they would like to work through these tools with a City Advisory or specialist from the City Support Groups. The services that can be found through the Activation Pathfinder are:
  - **Knowledge Repository:** The knowledge repository can provide resources for learning and reflecting on the efforts to achieve climate neutrality, such as methodologies for

evaluating the impact of initiatives and case studies of successful strategies for adaptation and resilience.

- **Engagement Building Blocks:** This tool can support the process of monitoring and learning of the spaces as the actors involved can use the blocks to assess whether they are still working towards the intended goals and methods by going through the blocks again at a later stage.
- **Civic Environment Mapping:** With the use of this mapping, the actors can assess whether they have involved and engaged with a wide variety of individuals, and whether they have involved those they initially aimed to.
- **NetZeroCommunities:** NetZeroCommunities provides the option to connect with and create access to local citizens and stakeholders who are already leading and taking productive climate action. This tool enables you to engage with these leaders, who can share their experiences, insights, and networks collective capabilities toward achieving climate-neutral goals. The NetZeroCommunities tool can help Transition Teams build trusting relationships with harder-to-reach communities, and empower these citizens and stakeholders to participate in reflective processes.
- **Framework for Spaces for Encounter:** The Framework for Spaces for Encounter can be used to create physical and digital spaces where stakeholders can come together to reflect on the progress and impact of their efforts.



Figure 2 : Screenshots from Activation Pathfinder Minimal Viable Product

These tools offer a simple but effective way for cities to find the most resonant options for their needs, no matter the level of experience they have with citizen and stakeholder participation nor their position on the Climate Transition journey. Whether they are unaware of their needs, uncertain about what to do, or in the process of their climate transition, these tools can help clarify their positionality and take appropriate action.



## 3.2. Support Structures

Complementing the online tools are a comprehensive team of advisors and specialists organised to nimbly support cities' emergent needs. The categories of support include:

- **City Advisors**, who are key relationship holders with cities. They work closely with governmental staff and Climate Transition teams to identify city needs, liaise between different governmental bodies and NZC City Support Group specialists, and guide overall coordination and implementation.
- **City Support Groups** are composed of subject matter experts and specialists who provide ongoing, long-term support for cities. Alongside City Advisors, they hold relationships with cities, and support city capacity building and learning, particularly in the areas of finance, systems innovation and citizen/stakeholder participation. Of most relevance to this service model are the citizen and stakeholder participation specialists.

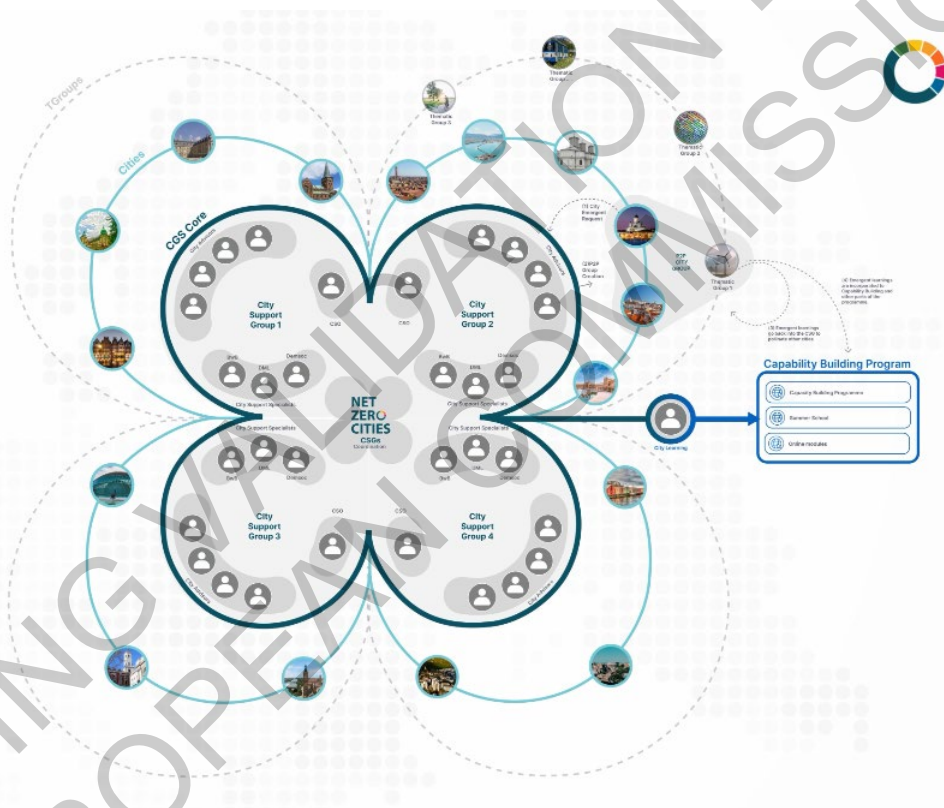


Figure 3: Model for supporting cities from City Support Groups

## 4. Implementation of Service Model

The tools described above, the Ecosystem Checkup and Activation Pathfinder, were designed to be multi-purpose and adaptable to a wide range of geographic and thematic contexts. Cities at all stages of their Climate Transition Journey, and all levels of experience with citizen and stakeholder participation will be able to find valuable resources and insights to bolster their participatory processes.

While the tools are designed to be usable without additional guidance, based on our ongoing observations, we recommend that cities and Advisors/specialists use the tools collaboratively. Through

the ongoing implementation of the NZC mission, it has been observed that cities lack an understanding of civic participation and democratic engagement. Often cities equate civic participation with communications; however this does not capture the meaningful engagement and involvement of citizens and stakeholders in city decisions. Without the perspectives of citizens and stakeholders included in the cities' plans, the mission will be top-down and risk alienating citizens and stakeholders, losing public trust, and ultimately failing to mobilize the diverse ecosystem of actors needed for systemic change.

Given this, we recognize the need for civic participation specialists, in coordination with City Advisors, to coach and provide guidance to cities as they use these tools. Since the tools are not specific to each context and scenario, each cities' local wisdom will be essential to grounding theory into practice. With the combination of local wisdom and specialist knowledge of civic participation theory, principles and best practices, the tools will effectively build cities' capacities for citizen and stakeholder participation for the NZC mission and beyond.

## 5. Next Steps

The service model, consisting of the Ecosystem Check-Up and Activation Pathfinder, will be developed and expanded upon in several ways. The first step in the development process will be to digitise the service model and integrate it into a portal by LGI. This will make it more accessible to the City Advisors and City Support Group, who will utilise it to deliver support to cities.

Once the service model is integrated into the portal, the City Advisors and City Support Group will use it to provide support to cities, and periodically evaluate the effectiveness of these services. They will gather feedback from cities and use it to improve the service model.

In addition to the development phase, the service model will also be expanded upon. Specifically, Work Packages 6-10 will collaborate to evaluate how to scale this WP8 service model into a workable model for all Work Package 6-10 services. This collaboration will ensure that the service model is effective and beneficial for all services within the Work Packages. The expanded service model will be regularly evaluated and improved upon based on feedback from cities and stakeholders.

As cities transition from the development of CCCs towards implementation, we will:

- Promote the tools to City Advisors and City Support Group specialists;
- Provide orientation and coaching sessions to City Advisors and City Support Group specialists on how to use the tool, if necessary; and
- Introduce the tools to cities as they continue on their Climate Transition journey

## 6. Conclusion

The NZC mission is crucial to enabling rapid, transformative decarbonisation in European cities. Involving citizens and stakeholders in this process is vital to ensuring the cross-sectoral collaboration and widespread political acceptance we need to achieve our ambitious targets. We have created online tools and a complementary service model to support cities in their citizen and stakeholder participation efforts. This document has proposed a method to which we will implement the service model across geographies, themes and contexts. Used in a collaborative manner between cities, and the NZC support structures, the services and tools will be highly effective in providing cities with the knowledge and expertise they need to succeed.