Pilot City Expertise support process

Deliverable D3.4

Authors: Joanna Kiernicka-Allavena (CKIC), Will Wade (CKIC), Teodora Virban (CKIC), Nick Rendle (Eurocities), Gilles Queneherve (LGI), Jane McLaughlin (Eurocities).

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Abbreviations and acronyms

Acronym / concept	Description
CESF	City Expert Support Facility – the mechanism and resources by which Pilot Cities receive expert support during the implementation of activities.
WP3	Work Package 3 – Under NetZeroCities, this is the work package for the *Design & Operation of One-stop-shop Platform*
Core Support	Core Support refers to thematic and expert support made available to all Pilot Cities across : governance ; monitoring, evaluation and learning (MEL) ; citizen engagement ; and finance/investment.
CSG(s)	City Support Group(s) : teams of City Advisors, NZC partner experts, and coordinators, delivering agile and continuous support to Pilot and Mission Cities.

Summary

This report presents the work carried out in the design of the NetZeroCities Pilot Cities Programme City Support Experts Facility (CESF), to allocate and deploy expert support to Pilot Cities based on programmed core support, and additional and emergent needs of cities. Firstly, the overview of the CESF is introduced, followed by an illustration of the CESF resources and the principles and governance around its allocation and deployment. The process, as designed within the consortium, between multiple partners and specific groups, is presented, moving from the Boot camp (step 1) to the Design and Delivery – core support expertise areas (Step 2), Additional needs calibration for core support areas (Step 3) and finalising with Emerging needs (Additional Support, unallocated) (Step 4).

This document presents the initial design for the delivery of the CESF; future iterations and improvements will be shared over time, as the Resource and Grant Allocation Committee proceed to evaluate the implementation of the various mechanisms.

Keywords

City Support, City Experts, Support Facility, Pilot Cities, Delivery of Resources, Core Support, Expertise, Additional Needs, Emerging Needs, Allocate and Unallocate resources, Design, Principles and Governance, Allocation Committee

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1 City Expert Support Facility

1.1 Overview

The City Expert Support Facility (CESF) is a grant-supported expertise deployment facility intended to support Pilot Cities with direct expert input, tailored to the scope of their pilot activities. The Facility will be launched immediately following the Pilot Cities selection process, covering an initial programme of immediate support to help enhance, focus, and refine pilot activities, and subsequently more tailored and targeted requests for expert support during the implementation of pilot activities. For the latter, City Advisors and City Support Groups will work with their Pilot Cities to scope out support and expertise requirements to submit to the Facility via a dedicated application form.

Support will be provided by both NZC consortium partners and, where expertise is not available from within the consortium itself but is critical to a proper development and implementation of pilot activities, external parties and/or local partners will be engaged, including from within the NZC Community of Practice (CoP). Local partners will be engaged where limited capacity is needed for context, culture, and/or language capabilities, or where more intensive local capacity is needed.

With the exception of programme support via the Boot Camp process, delivery of support by the allocated Expert(s) will be coordinated by the relevant City Support Group, who will ensure delivery and contribute to the evaluation of the work delivered. Delivery of CESF resources across all activities will be overseen by the CESF Manager.

1.2 CESF resources

The NetZeroCities CESF contains two forms of resource for allocation to support Pilot Cities: i) pre-allocation of three person-months (PMs) held by 27 NZC consortium partners (AIT, BWB, CARTIF, CEREMA, DML, DEMOS, DEMSOC, EIT UM, ENERGY CITIES, FS, FRHF, LGI, ME, METABOLIC, OASC, POLIMI, RCN, REGEA, RUPPRECHT, SP, TALTECH, TECHNALIA, TNO, UITP, UPM, VIABLE CITIES, VTT), to be deployed where partner expertise relevant and required; and ii) a pot of unallocated funding (964k Euros) to provide additional PMs to NZC consortium partners and/or, where expertise is not available from within the consortium itself but is critical to a proper development and implementation of pilot activities, engage external parties and/or local partners, including from within the NZC Community of Practice (CoP).
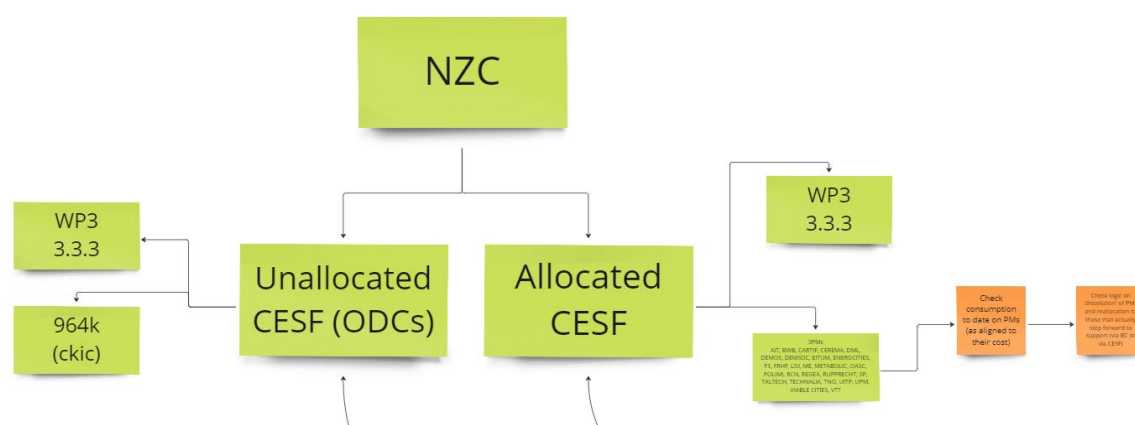

Figure 1: CEFS resources

The flexibility of these two pools or resource is reflected in the following processes for allocating and deploying the CESF to support both a standardised offer in the early stages of the programme, post-

selection, and later emergent Pilot Cities' needs during implementation of pilot activities and associated reporting and sensemaking processes.

1.3 Principles and Governance

1.3.1 Principles

The following principles are employed in the programming and deployment of resources under the CESF, to ensure processes are well governed, consistent, and value for money.

- **Equity:** All Pilot Cities are afforded same access to the CESF and, in particular, receipt of the same level of support where there are cohort-wide activities (i.e., collective learning sessions; initial co-creation support to refine, focus, and enhance pilot activities prior to implementation).
- **Agility:** Where any one NZC consortium partners delivers more support activities than any initial pre-allocation of PMs in the CESF would provide for, re-allocation of un-used PMs is undertaken. This provides agility in ensuring expert resource is deployed as/where required and caters to the needs of Pilot Cities as they arise, rather than the opposing logic (i.e. the needs of Pilot Cities and the Pilot Cities Programme are prioritised over individual NZC consortium partner interests).
- **Transparency**: According to the kind of activities to be deployed via the CESF, the process will include either: i) open calls to the NZC Consortium partners to participate in programmatic support (i.e. expert coaching, in initial stages pre-implementation) aligned to the focus areas and needs of selected Pilot Cities; and/or ii) an agile and robustly designed/governed process for receiving, processing, and matching requests for support from Pilot Cities to/with NZC Consortium Partners or external organisations (i.e. NZC CoP), including evaluation of the requests from Pilot Cities and delivery candidates (NZC consortium partners or external organisations) responses to these requests.
- **Fairness**: All requests will be evaluated for scope, relevance, impact, value for money, as a way to ensure a well-managed deployment of available funds throughout the lifetime of the NZC Pilot Cities Programme. Where demand clearly outstrips supply/availability of funds, evaluation of criteria relating to the *impact* of proposed expert support/interventions will be deployed as an arbitrating criterion to support allocation decisions.

1.3.2 Governance

Oversight of the deployment of the CESF across its various support activities and deployment modes (see above) is undertaken by the NZC Grant and Resource Allocation Committee (GARAC). For information relating to purpose, scope, composition and membership, please see Annex 1: *Grant and Resource Allocation Committee Terms of Reference*.

1.4 CESF overall Process

The following table outlines the deployment of the CESF under the NZC grant agreement. The first three columns refer directly to this deployment, and how it will support NZC Pilot Cities; while the final column is for *reference only* and relates to how SGA-NZC activities to support forthcoming cohorts of Pilot Cities aim for consistency of offer and support across both NZC and SGA-NZC grant agreements.

Step Name	What	How
1. **Post-selection Boot Camp** *(March 2023 to June 2023)*	Post-selection pilot cities GAP process, looking to support cities in refining their activities, elaborating key questions they are holding and will need to tackle in the early stages of their pilot activities, leading to the finalisation of their work plans and activities, pre-grant award issuance and signing.	1. 'Diagnostic' one-to-one meeting with NZC expert consortium partners and the relevant City Advisor to identify key learning enquiries for the Boot Camp process and early-stage pilot activities. 2. Online collective learning sessions, providing opportunity for expert input on core topics, emergent thematic needs (identified learning enquiries) and peer-to-peer learning opportunities. 3. One-to-one coaching with NZC consortium partner experts on specific areas of interest/need.
2. **Design & delivery - Core support expertise areas** *(no earlier than September 2023 – no later than end-February 2025)*	Core support is delivered to Pilot Cities across four core support areas: governance, citizen engagement, MEL (monitoring, learning, and evaluation) and finance.	1. Establish core support areas key partners with capability to design and delivery these to Pilot Cities. 2. Engaged to decide what a fundamental level ("101") support would look like for each of the expertise areas. 3. Allocate PMs to relevant partners proportionate to the effort required to design and delivery core support.
3. **Additional needs calibration for core support areas** *(no earlier than December 2023 – no later than end-February 2025)*	Engagement of relevant NZC partners to establish and deliver enhanced support against additional needs of Pilot Cities in terms of the core NZC support /expertise areas (governance, citizen engagement, MEL (monitoring, learning, and evaluation) and finance).	1. Based on first months of core support delivery, City Advisor and City Support Groups (CSGs)) and core support delivery partners establish existing level of competence/maturity against the core support areas. 2. City Advisors/CSGs validate the analysis, and complete a 'Core Support additional needs' form, estimating the needs. This is validated with the Pilot City. 3. Allocate additional PMs to relevant core support delivery partners proportionate to the additional needs across the cohort of Pilot Cities.
4. **Emerging needs (Additional support; Unallocated)** *(Repeat twice during course of programme: i) Post interim reporting, circa June 2024; ii) Post-Q4 2024 Sensemaking, circa end-2024)*	Outside the scope of expertise and support provided through the core support, additional expert support may be requested against emergent and/or urgent needs. This additional expert support may be delivered by relevant NZC consortium partners and/or experts external to the consortium, through an additional procurement process.	Following Sensemaking exercises i) prior to interim reporting and; ii) in Q4 2024, emergent needs are identified which may be serviced / supported via the CESF ('Additional support'). The process is repeated twice (i.e. there are two *opportunities*), whereby City Advisors and CSGs work with the Pilot Cities to scope and refine the additional support needs, and submit a formal request to the CESF, via a dedicated form (with accompanying guidance, inc. eligibility and evaluation criteria). Formal requests are managed through a formalised process of: i) eligibility / scope check; ii) evaluation against set criteria; iii) committee decision making on allocation of additional support (either PMs to NZC consortium partners, or procurement of organisations outside of the NZC consortium).

1.4.1 Step 1: Boot Camp

Dates: March 2023 to June 2023

Description:

Host Teams

- Open invitation to NZC Consortium Partners to express their interest in 'Hosting' Pilot Cities through the Boot Camp ('Host Activities')
- Boot Camp Team finalise and activate Host Teams
- Host Teams schedule One-to-One call with Pilot City – initial listening and learning session to begin to establish learning needs.
- Recording outcomes of One-to-One call and draft learning enquiries – play back to Pilot Cities for confirmation.

Coaching Teams (with continuing Hosts(s))

- Open invitation to NZC Consortium Partners to express their interest in providing expert input and coaching support, aligned to specific Pilot Cities' confirmed learning enquiry/enquiries. (Coaching Support)
- Continuing Host(s) convene prospective Coach Team to self-organise delivery against learning enquiries and within parameters of given resource / time allocation.
- Coaching scheduled and delivered by confirmed Coaching Team.
- Coaching Delivery report completed by team members as evidence of delivery and including time spent per Coach for CESF allocation.
- In exceptional circumstances, requests for additional time allocation will be received and reviewed.

1.4.2 Step 2: Design & delivery - Core support expertise areas

Dates: no earlier than September 2023 – no later than end-February 2025

Description:

- The design and formation of City Support Groups includes the provision of core support to Pilots.
- City Support Group (CSG) teams will be led by City Advisors and include City Support Officers, and City Support Specialists in key areas: governance for system transformation; citizens engagement; funding and financing, and monitoring, evaluation, and learning
- CSG teams will co-ordinate and provide core support to Pilot cities throughout their journey, building on the outcomes of the Bootcamp, coaching, and Sensemaking processes.
- An Agile SNAP Update Process (ASNAP UP) will be developed to regularly assess the priorities and support needs of Mission cities, and to enable programme and resource planning for city support on a six-monthly basis. With regard to pilots – this process will also help to inform the core support needs and highlight potential additional or emerging needs.

1.4.3 Step 3: Additional needs calibration for core support areas

Dates: no earlier than December 2023 – no later than end-February 2025

Description:

- Based on early engagement under step 1.4.2, City Advisors, Core Support delivery partners, and cities themselves identify additional needs across the core support areas, to be calibrated in/from December 2023.
- The City Support Groups will provide additional support across the core support areas through a 'flexible support' approach, bringing together the City Advisors, City Support Specialists and

other relevant specialists and resources from within the consortium, to the Pilot Cities. This flexible core support will focus on organising and engaging with peer-to-peer sprints, deep dives, and clusters created to address the needs of the cities, including specific needs for pilot activities, as well as

- o Engaging with Working Groups and others to share learning.
- o Connecting and aligning with sense-making team.
- o Supporting clusters and national platforms
- o Capture learning and align with Twinning Programme
- o Support the resource distribution and allocation

1.4.4 Step 4: Emerging needs (Additional support; Unallocated)

Dates: Repeat twice during course of programme: i) Post interim reporting, circa June 2024; ii) Post-Q4 2024 Sensemaking, circa end-2024.

Description:

- Following interim reporting and Q4 2024 Sensemaking, the city identifies, expresses, and discusses a need for expert support with their City Advisor and City Support Group. The NZC Pilot City Programme Team, in discussion with the City Support Group core support specialists, to establish if/that this emerging need is beyond the scope of the Core Support under the City Support Group.
- Where it is established that the need is beyond the scope of the Core Support available, a request for expert support is prepared for the request process. This is validated between the Pilot City, City Support Group, and City Advisor. The requests for additional expert support will be collected through a dedicated and open and online application form. Detailed guidance will be published along with the application form, including an overview of the evaluation and allocation process (i.e. GARAC governance protocols) and the corresponding schedule (timing).
- A Pilot Cities Programme Project Officer will undertake an eligibility and scope check (details of which will be provided in the CESF application guidelines, for transparency). In the case that eligibility is not confirmed, or there are substantive questions around the scope of the request, the Pilot City will be contacted, with feedback, to reconsider a future submission.
- Applications that are validated as eligible and in scope by a Pilot Cities Programme Project Officer will then be put into the evaluation workstream, pending the next meeting of the GARAC (inclusive of preparation team/pre-reading).