NetZeroCities

Pilot Cities Programme Handbook

Cohort 2

Version N°A2.1

Authors: NZC Consortium coordinated by Climate-KIC

Disclaimer

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

History of reviews

Version	Date	Item
A1.0	1 May 2024	First version published
A2.1	27 February 2024	Reporting (paragraph 5) and amendments (paragraph 6) updated. Q&A session time updated (paragraph 1.2). Ticketing system for communication/NZC branding questions added in paragraph 7.2.2.

All amendments to this Handbook will be communicated directly to the beneficiaries via email.

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1 NetZeroCities Pilot Cities Programme Handbook

1.1 The Pilot Cities Programme Team

We are excited to introduce our dedicated team that will provide support to you throughout your journey in the Pilot Cities Programme. Our team is committed to support at every step, offering guidance, addressing your inquiries, and listening to your feedback and insights. Together, we will assist you in implementing your innovative approaches to rapid decarbonization during the two-year program.

In addition to a brief introduction of our roles, we have provided a list of key content areas, each of which we will be your main point of contact for:

- Grant Management
- Learning and Sensemaking
- Twinning
- City Expert Support Facility (CESF)
- Boot Camp
- Calls
- Portal
- Communication and Storytelling

As we all feel equally responsible for your projects, we do not assign you with a single Project Officer. Instead, for questions regarding any of the above areas, or any other matters, please reach out to us at pilotcities@netzerocities.eu.

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Lead Orchestrator - Cities Mission / NZC Pilot Cities Programme Lead

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NZC Pilot Cities Programme Orchestrator

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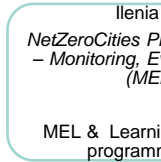
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Communications Lead

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Project Coordinator - Twinning Programme Lead

Twinning Learning Programme

1.2 NZC PCP Grant Q&A Forum – Cohort 2

All matters connected to the Pilot Cities Programme (PCP) should be addressed to a single email address: pilotcities@netzerocities.eu. However, the Pilot Cities Programme Team acknowledges that sometimes a live conversation is far more efficient and convenient for presenting a case or asking a question. Therefore, the Pilot Cities Programme Team will organize a recurring call open to all beneficiaries of the Pilot Cities Programme.

The aim of this call is to answer any doubts and questions connected to the grant management of the Pilot Activities, including periodic reports, cost eligibility, employment, consortium management, and so on. Please be aware that this call will not host thematic experts.

The meeting takes place **every 1st and 3rd Tuesday of the month at 11 AM CEST/CET** using the following link (it was moved from 3.30 to 11.00 to consider time differences across Europe):

https://climate-kic-org.zoom.us/j/81249392901?pwd=RGk4ZHpyUUQzYkErS0JzWnpGZkxWUT09.

You can increase the chances of receiving an instant answer to your question by sending it first through email to pilotcities@netzerocities.eu with " Grant Q&A Forum::…" in the subject line, and giving the Pilot Cities Programme Team time to reflect on it. If a question cannot be answered during the meeting, the response will be sent later through an email.

The answers to the questions, if relevant, will contribute to the PCP FAQ (Frequently Asked Questions), that should always be checked at the end of the *Pilot Cities Cohort 2 (2023) - NetZeroCities* page before submitting a question, to ensure the question to the answer is not already present.

Please note that the FAQ section has been recently updated.

2 The Pioneering Pilot Cities

2.1 Pilot Cities Programme Aim

The Pilot Cities Programme supports large scale piloting activities to exploit, deploy, and scale R&I and systemic solutions combining social, cultural, technological, nature-based, regulatory, and financial innovation, and new business and governance models to underpin the climate transition. It is focused on shared learning, capacity building, and capability building. As such, the NZC Pilot Cities Programme and its subgrant-funded activities are an opportunity for Mission Cities to put into practise elements of their developing and/or finalised Climate City Contracts and the plans contained in them and learn by doing so in the process.

The expected results of the NZC Pilot Cities Programme are:

i) innovative solutions or groups of solutions tested and implemented at city or district level over the duration of the Pilot Cities Programme,

ii) explicit lessons learnt from the innovative trajectories, with knowledge, capacity and capabilities developed at city level; and

iii) a clear set of innovative solutions identified and ready to be implemented by the end of the Programme, which could include a new business model, policy initiative, governance innovation, funding or financing model, and EU-level replication or scaling strategy.

2.2 Selected Pilot Cities

This first two cohorts of 79 cities from across twenty-nine European Union and Horizon 2020 and Horizon Europe Associated Countries have been selected to embark upon unprecedented climate action, through 1st and 2nd Pilot Cities Programme Call under the NetZeroCities Project. Working individually or as clusters, these Pilot Cities implement systemic and locally designed innovative actions that span multiple areas, from buildings to waste, and levers of change, including governance, finance and policy.

The 79 cities are part of 47 applications selected from a wide array of 130 applications involving 190 cities across the European Union and Horizon 2020/Horizon Europe Associated Countries.

The contacts from each city have the opportunity to engage and exchange with each other during various facilitates sessions across the lifespan of their Pilot Activities

Cohort 2: List of selected Pilot City Projects			
Individual Pilot Cities Activities			
No.	**Name of the Pilot**	**City**	**Country**
1	Accelerated decarbonisation in the tourism industry via the nexus of green innovation, cross-sectoral governance and systemic capacity building (Eilat)	Eilat	Israel
2	Activating Green Courtyards for Carbon Neutrality	Zagreb	Croatia
3	Cities as a Test Bed for Climate Neutrality: Implementing CCS in Waste-to-Energy for a Net-Zero City	Trondheim	Norway
4	CoPilot Lund	Lund	Sweden
5	CO-SHaping Areas in Peri-urban Environments	Aarhus	Germany
6	Creating and monitoring of Climate Neutral Zones in Ioannina City District as pilot activities	Ioannina	Greece
7	Doughnut Economics Approach for Sustainable Decarbonization and Citizen Engagement	Riga	Latvia
8	Espoo Climate Community	Espoo	Finland
9	Flexumers4Future	Copenhagen	Denmark
10	Integrated Digital Solutions for District Heating Optimization & Empowering End-Users	Lappeenranta	Finland
11	Lx Climate Lab	Lisbon	Portugal
12	Marseille 2030 Objectif Climat : a just pact to now act	Marseille	France
13	Mobilising Gavle Climate City Contract Transport Portfolio	Gavle	Sweden
14	Pilot City Helsingborg Innovation District: Co-creating for Climate Neutral Building and Construction in Oceanhamnen	Helsingborg	Sweden
15	Power Up a REnewable society	Oslo	Norway
16	Stockholm Pilot City for Climate & Health: Building Capacity to Scale	Stockholm	Sweden
17	The Climate Hall Lyon 2030	Lyon	France
18	Urban Regeneration and Administrative Capacity Building for Sustainable Development and Emissions Reduction	Bucharest	Romania
19	Wider Approach to Keep Engaged citizens on sustainable Urban Policies	Porto	Portugal
Multi-City Pilot Activities			
No.	**Name of the Pilot**	**Cities**	**Country**
20	Climate Funding 4 Cities - Turbocharging citizen engagement and climate actions in EU-Mission Cities Klagenfurt, Vilnius and Gozo	Klagenfurt Vilnius Gozo	Austria
21	Building Power: Reducing Building Emissions and Energy Use in Bratislava and Kosice	Kosice Bratislava	Slovakia
22	Modelling energy transition pathways in Pécs and Miskolc	Pecs Miskolc	Hungary

Cohort 1: List of selected Pilot City Projects			
Individual Pilot Cities Activities			
No.	**Name of the Pilot**	**City**	**Country**
1	1.5-Degree City	Turku	Finland
2	Blueprint for Net-Zero Apartment-block Neighborhoods	Cluj-Napoca	Romania
3	Budapest CARES - Climate Agency for Renovation of homES	Budapest	Hungary
4	Creating NetZero vision for Rivne	Rivne	Ukraine
5	District C: a zero-carbon commitment	Guimaraes	Portugal
6	Drammen City - Zero emission 2030	Drammen	Norway

7	FAASST-NZ : Facilitate trAnsition Actions maSSification Towards Net Zero	Dijon	France
8	Galway City Net zero pilot city.	Galway	Ireland
9	Istanbul - Green and Carbon Neutral Building Transition Guide- Istanbul Model	Istanbul	Turkey
10	Lemesos City Cooling Challenge: LC³	Limassol	Cyprus
11	Leuven	Leuven	Belgium
12	Net Zero Investment Co-Innovation Lab	Bristol	United Kingdom
13	Net Zero Malmö Pilot	Malmo	Sweden
14	NEUTRON	Kozani	Greece
15	Systemic change towards sustainable commuting in Lahti	Lahti	Finland
16	The Initiation of Sustainable Energy Community for the City of Liberec	Liberec	Czechia
17	The North Star	Umea	Sweden
18	Together Towards Climate Neutrality	Nantes	France
19	SCALE UP - Systematic Climate Action to Lower Emissions in Uppsala	Uppsala	Sweden
Multi-City Pilot Activities			
No.	**Name of the Pilot**	**Cities**	**Country**
20	CoLAB – Committed to Local Climate Action Building	**Mannheim (lead)** Aachen Muenster	Germany
21	Dutch 100CNSC cities pilot	**The Hague (lead)** Amsterdam Eindhoven Groningen Helmond Rotterdam The Hague Utrecht	Netherlands
22	Let'sGOv - GOverning the Transition through Pilot Actions	**Bologna (lead)** Bergamo Florence Milan Padova Parma Prato Rome Turin	Italy
23	Multi-stakeholder innovative & systemic solutions for urban regeneration: Spain	**Vitoria-Gasteiz (lead)** Barcelona Madrid Seville Valencia Valladolid Zaragoza	Spain
24	NEEST - NetZero Emission and Environmentally Sustainable Territories	**Krakow (lead)** Łódź Rzeszów Warsaw Wrocław	Poland
25	UP-SCALE-Urban Pioneers - Systemic Change Amid Livable Environments	**Kranj (lead) Lubljana**	Slovenia

		Valenje	

2.3 Pilot Cities Programme and Climate City Contracts

All the cities in Cohort 2 of Pilot Cities Programme are *Mission Cities*. These cities, as part of the Cities Mission, receive tailor-made advice and support from the Mission Platform, managed by NetZeroCities, to reach climate neutrality by 2030, and inspire other cities to follow suit by 2050. One of the steps Mission Cities take is to develop Climate City Contracts, which will include an overall plan for climate neutrality across sectors like energy, buildings, waste management and transport, together with related investment plans.

The Pilot Cities Programme provides its beneficiaries with opportunity to create a synergy between their pilot activities and Climate City Contract, offering time, resources, and expertise to experiment with and test their approaches and identified actions necessary to achieve 2030 climate neutrality. Moreover, Pilot Cities shall aim to ensure the financial sustainability and potential scalability of the work that will be implemented through their pilot activities, and through this Programme they will receive support in different areas such as MEL, Governance and Financing and Funding.

However, it is important to underline that, although the Pilot Cities Programme runs alongside the Climate City Contracts and will report to the Cities Mission on its results, the scope of activities foreseen and implemented within it can be separate from the obligations taken or foreseen under the Climate City Contracts – though we do of course encourage synergies and opportunities to implement against related action plans.
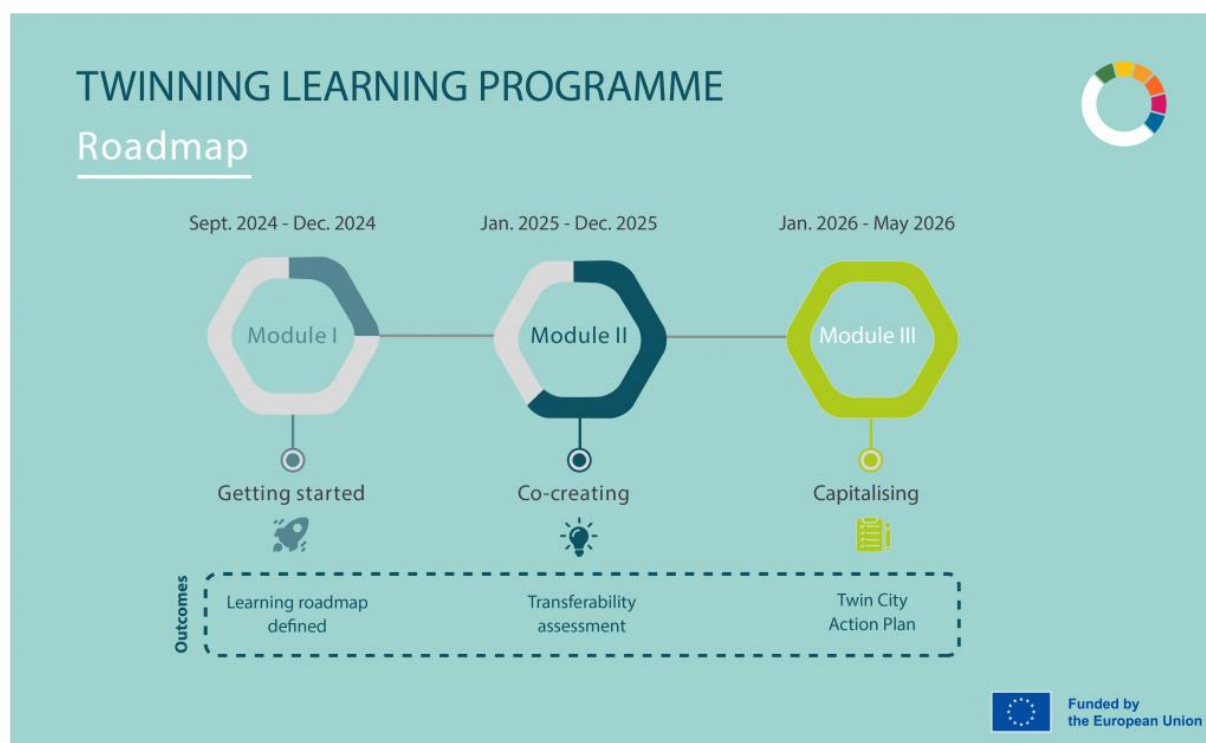
2.4 Pilot Cities Programme and Twinning Learning Programme

The NZC Twinning Learning Programme is a structured and expert-facilitated city-to-city learning programme. It aims to enable a two-way knowledge transfer between Pilot and Twin Cities, focusing on climate-neutrality ambitions and activities tackling multiple emission domains and systemic barriers. The specific objectives of the Programme are threefold:

- To enable learning and inspiration between Pilot and Twin Cities;
- To facilitate institutionalisation of learning and knowledge transfer across different city departments and stakeholders;
- To build long-lasting collaboration between Pilot and Twin Cities beyond the scope of the Programme.

The Twinning Learning Programme for Cohort 2 Twin Cities started in September 2024 and will last for 20 months (until May 2026). The Programme is made up of three modules, namely **Getting started**, **Co-creating** and **Capitalising**, see Figure 1 below. The framework is built around dedicated milestones and outputs. It is designed as a facilitated process while leaving enough flexibility for cities to choose the focus for the knowledge transfer and shape the learning journey. Throughout the Programme, Pilot Cities will share their pilot activities' implementation experience and empower the transfer of innovative measures to Twin Cities while being inspired by good practices already tested in Twin Cities.

Module I: Getting started marks the beginning of the Twinning Learning Programme and focuses on building a relationship between Pilot and Twin Cities and identifying their learning needs and interests. Module I incorporates two online sessions - a kick-off meeting of the Twinning Learning Programme with all Pilot and Twin Cities and an online workshop to define the learning needs. By the end of this Module, cities will have designed their respective Twinning Learning Roadmaps, which include the solutions and approaches that the Twin City is willing to appropriate and transfer from the Pilot City to their local context and the Pilot City's learning interests based on the Twin City's best practices.

Module II: Co-creating aims to deepen and accelerate city-to-city learning by addressing the enabling factors and barriers for the transfer of solutions and approaches to the local context. Module II is structured around a mix of online and in-person activities, including two site visits (**first site visit to the Pilot City and second site visit to the Twin City**). It offers the visiting cities an opportunity to get a first-hand learning experience about the practical implementation of different solutions and approaches from the host city. Moreover, this Module will go beyond individual learning and involve the activation and engagement of the local ecosystem in each city. It will enable the Twin City to carry out a Transferability assessment – a practical exercise to explore the enabling conditions for transferring solutions and approaches from the Pilot City to the Twin's local context and, consequently, assess their transferability potential.

Module III: Capitalising wraps up the learning experience between the cities by reinforcing the knowledge transfer and collaboration commitment in a Twin City Action Plan. This Module incorporates both online and in-person activities (**third return site visit to the Pilot City**), providing space and support for the Twin City to propose an Action Plan for transferring solutions or approaches and reinforce continued collaboration and partnership between cities beyond the Twinning Learning Programme. Finally, the Twin City is expected to present the Action Plan to the Pilot City and the local ecosystem to share the learnings and provide concrete indications about future steps.

Each learning Module will be facilitated by NZC partners. It will enable open and constructive discussions among Pilot and Twin Cities while supporting and accelerating knowledge transfer. Facilitators will ensure the quality and consistency of the NZC Twinning Learning Programme. They will encourage the active participation of city representatives, collect input from the different exchanges and monitor the transfer of learning and good practices.

At the start of the Twinning Learning Programme, the participating Pilot and Twin Cities will receive an information pack explaining the programme in more detail.

During the 20-months learning exchanges, Pilot City representatives will host their Twin Cities and NetZeroCities facilitators twice, whereas Pilot City representatives will travel to their Twin City once. NetZeroCities Twinning Programme envisages up to **900 EUR for a maximum of 1 Pilot Activity representative** to travel to their Twin City, for the site-visit planned in Module II (see in page 10). This budget is foreseen to cover reimbursement of travel, accommodation and subsistence costs of 1 Pilot Activity representative. Additional budget should be allocated by the Pilot Cities, from their PCP grant amount:

- As part of Pilot Cities' commitments to engage in the Twinning Learning Programme, it is recommended **Pilot Cities allocate 600 EUR/per visit to cover the hosting costs** each time they will be receiving their peer Twin City representatives and NetZeroCities facilitator in the Pilot City (including group lunch and/or dinner, logistics, local transport, etc.). These costs are eligible to be reported under the Pilot Cities Programme grant.
- (*Optional*) The Twinning Programme team strongly recommends the Pilot Cities to allocate additional budget to cover the costs of extra city representatives to travel to their Twin City that will take place in Module II.

The matching of Pilot Cities and Twin Cities is based on identifying similar challenges and shared interests in various emissions domains and levers of change. This approach enables innovative actions through systemic transformation. Pilot Cities will be consulted about the proposed matching of their respective Twin Cities, before announcing the official list of Twin Cities, Cohort 2.

Official list of Twin Cities and their matched Pilot Activities will be released in September 2024. The Twinning Learning Programme for Pilot and Twin Cities Cohort 2, kicks-off in late September 2024.

2.5 NetZeroCities Portal

The NetZeroCities Portal (Mission Portal) – netzerocities.app - serves as a secure platform for active members engaged in city sustainable development to facilitate interaction, exchange, collaboration, and discussions in the framework of NetZeroCities community. Developed as part of the NetZeroCities Project, the Portal continues to evolve in order to meet the diverse needs of its users.

The Portal provides cities with access to:

- An NZC onboarding module
- Case studies
- A Peer to Peer Social Network and Collaboration Space
- A Knowledge Repository
- Climate City Contract submission panel
- Contact points to City Advisors and City Expert Support Facility

The Peer to Peer Social Network and Collaboration Space is the key module within the Portal for interactions between users, including cities, the NZC consortium, and the wider NZC Community of Practice. Pilot Cities may use this for:

- Meeting, networking, and engaging with other NetZeroCities cities on activities, ideas, insights, and innovations
- Providing online space for virtual sense-making sessions
- Joining and forming groups of cities working on thematic topics
- Working with their Twin Cities and developing the Twinning Relationships
- Sharing their city's activities, ideas, insights, and innovations
- Learning and posting about events hosted by peer cities/ events of interest
- Forming consortia of cities for external funding opportunities
- Having private, bilateral conversations

2.6 Pilot Cities Programme Group on Portal

The Groups feature provides a space for more structured and ongoing interactions, offering facilities for document sharing, online meetings, dedicated event calendars, and collaborative work. Every member of the Mission portal has the ability to create either a public or private group.

Pilot Cities Programme Group is a public space on Portal dedicated to the Pilot Cities Programme. It provides 2 main spaces with different content:

- **Group feed**, a public space where Pilot Cities Programme Team publishes relevant public information about the calls, opportunities or interesting events
- **Cohort 2 - Call 1/2023 Channel**, a private channel is available exclusively to Pilot Cities Call contact persons. The Pilot Cities Programme Team utilizes this channel to publish relevant information specific to the particular call. This includes reminders about upcoming deadlines, Boot Camp materials, communication regarding the learning and sensemaking process, handbooks, reporting templates, videos from info-sessions and group learning sessions, presentations, and more. Only general documents will be hosted in this channel, and city-specific information such as reports or agreements will not be published here. Unless otherwise communicated, any relevant information will also be shared through emails simultaneously. You can also use this channel to communicate with the Cities on the interesting opportunities related to our scope of work.

Access to the Pilot Cities Programme Group is open and available via the following link:

https://netzerocities.app/group-pilotcitiesprogrammegroup

The group welcomes specifically:

- Community of Practice interested in the Pilot Cities Programme
- Representatives of Twin Cities interested in engagement with the Pilot Cities Programme
- Representatives of the Pilot Cities selected in the Pilot Cities Programme Calls.

Access to the *Cohort 2 - Call 1/2023 Channel* is granted per request only. To request access, please enter the channel and request for approval. We will grant it, if you are on the contact list of your City.

https://netzerocities.app/group-pilotcitiesprogrammegroup-1236

The Lead contacts of each city have the ability to request access to these channels on behalf of other members of their teams. To do so, they can send an email to pilotcities@netzerocities.eu and provide the names of their colleagues who are registered on the Portal.

3 Programme Schedule Overview

3.1 Grant timeline overview
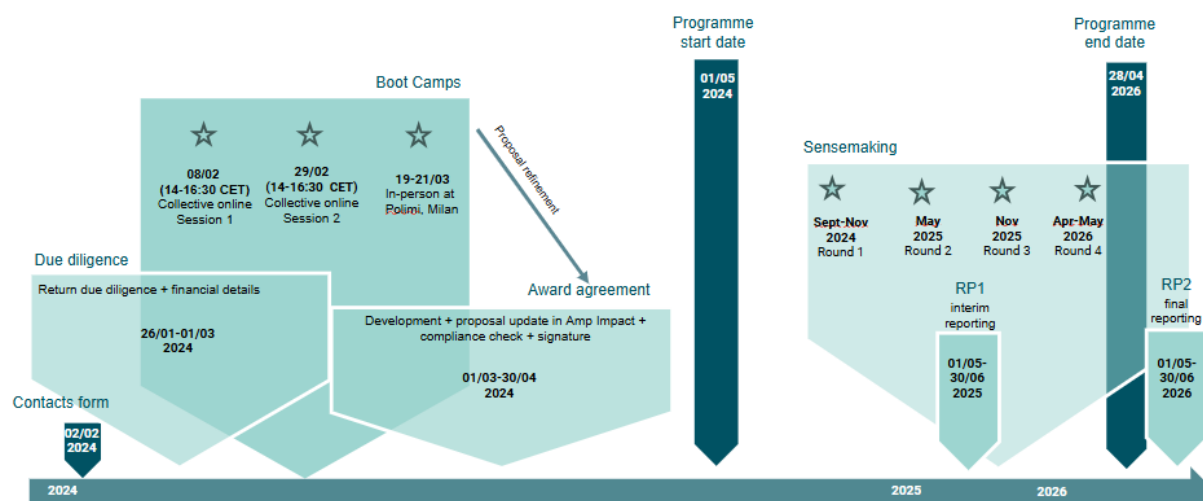
The Pilot City Programme takes place from 1st of May 2024 to 30th of April 2026. For operationalisation and activity implementation to occur, the awarded city, if applicable as the leader of the cities' consortium, has been invited to undertake a due diligence process and join a Boot Camp immediately following the announcement of their selection in the programme.

From February to April 2024, while the due diligence process prepared the practical field of collection of the financial, legal and operational information needed for contract compliance, the Boot Camp has offered a refinement period, providing additional critical thinking time to update and develop further activities description from the selected application and maximise the chance for success in a dynamic and constantly evolving learning environment, fostering agile adaptation to the cities' needs. This agile approach leads to contracting the implementation of the pilot cities activities in The Pilot City Award agreement, that is the contract between Climate-KIC Holding B.V and the Selected pilot city recipient of the grant.

The Pilot City Award agreement aligns with the European fund rules for grant management under the Horizon Europe Programme. All legally binding obligations from the cities and expectations for activity delivery are integral components of both the core agreement and its annexes within the signed contract between the leading city and EIT Climate-KIC. The contract's signature triggers a prefinancing payment of 50% of the granted amount (May and early June). The grant timeline for engagement and eligible expense payment for activity implementation spans from the 1st of May 2024 to the 30th of April 2026.

3.2 Project audit

The Lead Beneficiary assumes responsibility for overseeing their Pilot, maintaining this role for a duration of five years following the NetZeroCities (Grant Agreement no. SGA NZC 101121530) project's conclusion as part of its cascade funding and which ends on 30th November 2026. During this timeframe, the Lead Beneficiary is required to uphold records and comprehensive supporting documentation, serving as substantiation for the accurate execution of the Pilot and the declaration of eligible expenses. These records must be available for presentation upon request, and the Lead Beneficiary should also retain the original hard copies. However, it's permissible for digital records to suffice provided they adhere to the legal frameworks of the respective country.

EIT Climate-KIC or designated third parties are vested with the authority to conduct assessments and evaluations to ensure the proper implementation of the Project and adherence to the obligations delineated within the Award Agreement. This encompasses the assessment of deliverables and reports. The Lead Beneficiary guarantees the information furnished is comprehensive, precise, and in accordance with the prescribed format. Evaluations and audits are admissible up to five years

subsequent to the final balance settlement and, if conducted during the Pilot's execution, could potentially yield recommendations for recalibration.

In the event that any constituent of the European Union elects to carry out inspections, evaluations, audits, or investigations pertinent to the Pilot, the Lead Beneficiary is mandated to furnish all requisite information and documents. EIT Climate-KIC will formally communicate such actions to the Lead Beneficiary. In scenarios where evaluations and audits reveal ineligible expenditures, substantive errors, anomalies, fraudulent activities, or grave breaches of obligations, resultant repercussions could encompass project suspension, termination, disallowance of certain expenses, diminution of rewards, and recourse mechanisms. Under specific circumstances, findings might warrant the inclusion of additional declared costs by the Lead Beneficiary.

3.3 Project contacts

There are four types of contacts assigned to your project:

- **Lead contacts** – The primary contact point for the project, responsible for receiving all information regarding the Programme. The lead contact has the authority to add or remove contacts from the project and can request the full list of assigned contacts. They should be in the copy of all the emails connected specifically to the Pilot Activity sent by non-Lead contacts. There may be more than one lead contact.
- **Secondary contacts** – All other individuals who should be in the copy of general emails connected to the Pilot Cities Programme (reminders about deadlines, general documentation updates, opportunities, etc.).
- **Monitoring, evaluation and learning (MEL) and Sensemaking contacts**– The primary contact for the MEL, reporting and sensemaking efforts, workshops and other learning insights aspects.
- **Twinning Learning Programme (TLP) contacts** – The primary contact for the Twinning Learning Programme, which is a part of the Pilot Cities Programme journey

Any change to the contact list (addition/removal) can be requested only by the Lead Contact through an email titled **PCP Contact update – [NAME OF THE LEAD CITY]** to pilotcities@netzerocities.eu.

4 Monitoring, Evaluation, Learning & Sensemaking

4.1 What do we mean by it?

Monitoring, Evaluation, and Learning (also known as, "MEL") for NZC Pilot Cities are interlinked activities that support measuring progress towards climate-neutrality through respective pilot activities, as well as build synergies amongst Pilot Cities based on collective learnings for impacts.

- **Monitoring** relates to the development and application of quantitative or qualitative indicators to track and analyse cities' progress towards direct impacts (like GHG emissions reduced) and indirect impacts (co-benefits), as well as the setup, management and maintenance of data collection tools and infrastructure.
- **Evaluation** denotes the analysis and assessment of monitoring information against set goals, targets, benchmarks, or pathways, with the aim of determining the degrees to which critical milestones, outcomes, and impacts have been achieved.
- **Learning** implies a structured and continuous process of stock-taking and synthesis to generate real-time insights help cities adapt and improve based on their progress on their envisioned pathways to impacts. Strategic Learning supports rapid and agile course-correction and decision making based on testing and experimentation on-the-ground.
- **Insight:** A narrative that tells a story about why and how actions are relevant for cities to achieve (or not achieve) their expected impacts and supports continuous improvement and adaptation.

The **Collective Sensemaking organised and facilitated by the PCP Team from NZC Consortium** consists of structured, facilitated, and periodic processes of observation, reflection, stock-taking, and synthesis to generate real-time insights from Pilot activities as they are implements. This practice aims at enabling 'reflexive governance' (also known as adaptive management) which helps cities understand which solutions or interventions are working or not, in what contexts, for whom and why. These insights will be captured, codified, and communicated not only for the benefit of cities using them to inform their strategies and constant improvement, but also for the overall learning and capability development of the Pilot Cities and Twin Cities cohorts. These sessions will also capture and consolidate evidence and knowledge on the scalability and transferability of NZC interventions across critical emission domains, levers of change, and city or multi-city contexts.

4.2 Process and timeline

During the 2-years' PCP timeline, Pilot Cities representatives will be invited to participate in up to 4 Rounds of online Collective Sense-making sessions (up to 3 hours each) within a learning group (hereafter referred to as a 'Cluster') of up to 6 other Pilot Cities or multi-city Pilot projects, as well as an equivalent and corresponding number of Twin Cities. The PCP Team with the NZC Consortium shall organise these Collective Sensemaking sessions with a general cadence of one session every 6 months, and closely aligned with the Pilot Cities' MEL and Reporting processes for PCP.

The learning groups will be clustered based on criteria such as – the thematic areas of intervention of respective Pilot Cities, their transversal levers of change, potential direct and indirect impacts/outcomes or co-benefits, qualitative outcomes, scope of actions as city-wide or place-based, impacts pathways identified etc. As Pilot Cities present their implementation progress, insights, and barriers (in their role of 'storytellers'), the Twin Cities will have the opportunity to learn from the Pilot Cities' presentations as well (in their role of active observers or listeners), through facilitated discussions, Q&A, and feedback rounds. Additionally, the NZC Consortium shall also organise periodic PCP-wide webinars once every 6 months, following each Round of cluster-level Collective Sensemaking sessions, where Pilot Cities can connect with and learn from Cities not a directly part of their own Cluster.

The strategic insights, lessons learnt and findings, generated through periodic Collective Sensemaking sessions will be collated and summarised by the NZC Consortium through 'PCP Insights Reports' at the level of the Pilot Cities' Cohort and individual learning clusters, and made widely available on the NZC Portal. Pilot Cities will also be able to capture their own project's qualitative or descriptive insights presented by them in their Pilot's 'Insights Reports', to be submitted annually to PCP. This Reporting also coincides with the MEL Data Reporting based on the Pilot's selected indicators (both direct impacts and co-benefits), as captured in their respective Impact Framework templates. Reporting Templates will be provided well in advance of the end-of-Year 1 and 2 Reporting periods by PCP Team.

The Collective Sensemaking is planned to be organised by NZC Consortium in three phases, as follows:

- **Formative phase (also known as the "Prepare" phase) between kick-off of the project and December 2024 with Round 1 of Collective Sensemaking sessions.**

In the 'Formative' stage, these initial peer-to-peer learning workshops are aimed at helping build long-term working relationships, trust, and synergies. The format of these sessions and their facilitation by the NZC Consortium will also aspire to create a safe learning environment, in which cities feel empowered to exchange insights on not only success-stories, but also their initial barriers to encourage necessary course corrections along their respective pathways to climate-neutrality.

These sessions will focus on discussing Pilot Cities' key learning goals, as well as their initial progress so far in setting up their governance and monitoring mechanisms, building transition teams and stakeholder networks, co-designing impact pathways, methodological support on indicators selection etc.

The meeting invitations, along with exact format, zoom links, co-creation methods, storytellers, agenda for all Sensemaking Sessions will be shared around 4-6 weeks before each of the sessions, along with any preparation that may be expected from presenters representing their Pilot Cities or multi-city Pilots.

- **Reflexive Phase (also known as the "Act" Phase) between Jan 2025 – Dec 2025 with Round 2 and Round 3 of Collective Sensemaking sessions.**

During this 'Reflexive' phase of Collective Sensemaking, Pilot Cities will focus on capturing, sharing, and interpreting their MEL data, as well as their presenting their real-time insights and results, and their most recent experiences of implementing their portfolio of activities. While doing so, they will also engage in pattern-finding on their project successes and failures, barriers, and enablers. Specifically in Round 2 sessions, Pilot Cities will be expected to highlight their short-term outcomes (also known as 'early changes') achieved, as envisioned in their PCP Impact Frameworks.

For systemic interventions where there are no predetermined single sector solutions – as in the case of achieving rapid climate neutrality in cities – it is necessary to design and operationalise processes that generate rapid and tangible insights as well as feed these back into decision-making and policy/governance directions and the planning or implementation of new actions not contemplated a priori. 'Emergent Learning Loop' implies such an active gathering and continuous application of knowledge/learning. By doing so, cities can deploy flexible models of learning and adaptation that allow them to accelerate impacts and become more resilient to internal and contextual changes.

To create such learning loops, Specifically, in the Round 3 Sensemaking sessions, Pilot Cities will be expected to highlight their medium-term outcomes (also known as 'later changes') achieved through their actions or solutions, as envisioned in their PCP Impact Frameworks.

- **Summative Phase (also known as the "Accelerate" Phase) between Jan 2026 – April 2026 with Round 4 of Collective Sensemaking sessions.**

This concluding 'Summative' phase will enable Pilot Cities to look back at their PCP journeys and extract the most impactful stories from the implementation and deployment of their Pilot activities. The insights and lessons gathered in these sessions will not only help create a robust evidence base for Pilot Cities' reporting, storytelling, and communications to the wider world (see next sub-section), but also support their organisational and governance practices towards scaling up their most effective solutions and interventions.

The data and evidence collected in this phase will support Pilot Cities in their final reporting at the end of the 2 years based on the indicators/outcomes/learning objectives identified in their

PCP Impact Framework. Moreover, this data will also enable the PCP Team to collate and assess the aggregated impacts of the PCP Cohort to report to CINEA and support the communications around it. Additionally, the sessions will also help Twin Cities continue to gather the most replicable and scalable practices and solutions for their own city contexts, as well as follow up on their engagement with Pilot Cities after the in-person site-visits organised under the NZC Twinning Learning Programme.

4.3 Storytelling

The storytelling component of the Pilot Cities Programme will capture the Pilot Cities ambitions and experiences as they go through this process. As a Pilot City you have embraced the complex challenges of implementing systems-innovation led approaches to decarbonisation in your city. Capturing your experience in this process is invaluable, as it contributes to the NetZeroCities experience, but also to the wider narrative around climate change. Stories around climate change are essential in helping us understand it, the effects it's having, but also in bringing people together to enable real change.

The storytelling process will draw from different parts of the programme and information shared with our team, especially the learning and sensemaking, but will also rely heavily on direct communication with Pilot Cities. The stories will be inclusive – we will not focus on the obvious successes, but on experiences from all cities, so that we can piece together a comprehensive picture of what climate change solutions can look like in different contexts, how they can be implemented, and what cities learn as a result.

Specific details on the process will be communicated to cities in the coming months. If you have any questions or would like to be in touch with us about this, please reach out to elisa.abrantes@climate-kic.org keeping pilotcities@netzerocities.eu in copy.

5 Reporting – Process and procedure

5.1 Reporting Timeline
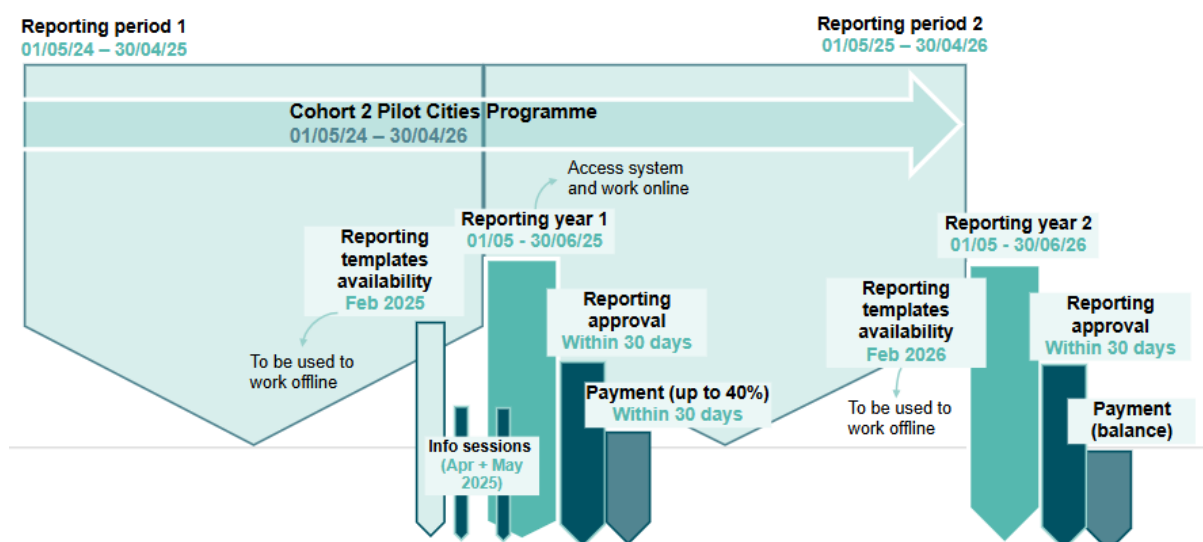
In Year 1 of the project, a Periodic Report covering activities and costs from the 1st of May 2024 to the 30th of April 2025 is due by the 30th of June. The Periodic Report consists of two parts: a Periodic Technical Report and a Periodic Financial Report, drafts of which are linked below, and is submitted to the Grant Management System. Throughout May and June, the Pilot Cities Programme Team is available to support you and address any questions you may have. A second instalment of up to 40% of the granted amount will be released within 30 days from the approval of the Periodic Report.

Eventually, a Final Report encompassing Year 2 of the program, detailing activities and costs during the period from the 1st of May 2025 to the 30th of April 2026, is expected to be submitted by the 30th of June 2026. The final amount of the grant, a balance between the reported costs and already prefinanced amounts, will be transferred to the lead city after the approval of the Final Report.

The Pilot Cities Programme Team has developed specific support documents to guide cities on their journey of implementing, delivering, and reporting pilot activities and associated costs. Always refer to the Call Guidelines, Financial Guidelines, Cost Reporting Guidelines as well as other documents and templates linked below. Feel free to contact the Pilot Cities Programme Team and the grant manager for any additional advice. All the documents mentioned above are published on the Pilot Cities Programme Group on Mission Portal and are regularly updated.

- NZC PCP Cohort 2 Call Guidelines
- NZC PCP Cohort 2 Financial Guidelines

Please find below the European templates at your disposal related to grants management:

- DESCA Model (recommended) for consortium agreement
- MODEL FOR THE CERTIFICATE ON THE FINANCIAL STATEMENTS
- TIMESHEET TEMPLATE
- PROCUREMENT: The core principles are transparency, equal treatment, open competition, and sound procedural management. At Due diligence check, the cities have provided internal procurement policies, the procurement for Pilot cities programme should follow the usual standards in the internal policies and comply with the relevant national legislation. Please refer to the cost reporting for specific reporting requirements.

5.2 Reporting Templates

Periodic Reports (Interim and Final) shall be submitted in a dedicated module within the Grant Management System, which will be opened to Pilot Cities closer to the reporting deadlines. Understanding the need of Pilot Cities to prepare for future reporting duties from the very early stage of their Pilot Activities' implementation, we created a Periodic Reporting Template, which summarises the Periodic Reporting obligations and reflects the inside of the Grant Management System. The templates you find below are drafts and might change before the reporting window opens. Every reporting duty will be once again presented in details during a dedicated info-session closer to the reporting window.

Additional details will follow, but we plan to hold information sessions in April and May 2025. The April session will cover the purpose, intent, and process of interim reporting. The May session will focus on the reporting process itself, providing further details. Specific dates for these sessions will be announced later. The Periodic Reporting Template (download) consists of a Word document divided into two sections.

- The Periodic Technical Report, which comprises 8 narrative-based questions and requires the attachment of 4 corresponding files.
  - Risk Register Reporting Template (download)
  - Indicators Reporting Excel (download))
  - Learnings and Insights Report (download)
  - MEL/Impact Framework template, if you have adjusted this during the course of the work to date. You may download an empty MEL and Impact Framework Template here (download).
- The Periodic Financial Report, which consists of one narrative-based question and the attachment of a cost report.
  - Cost reporting template (download)

The draft interim reporting templates, previously shared, have now been replaced by the official ones.
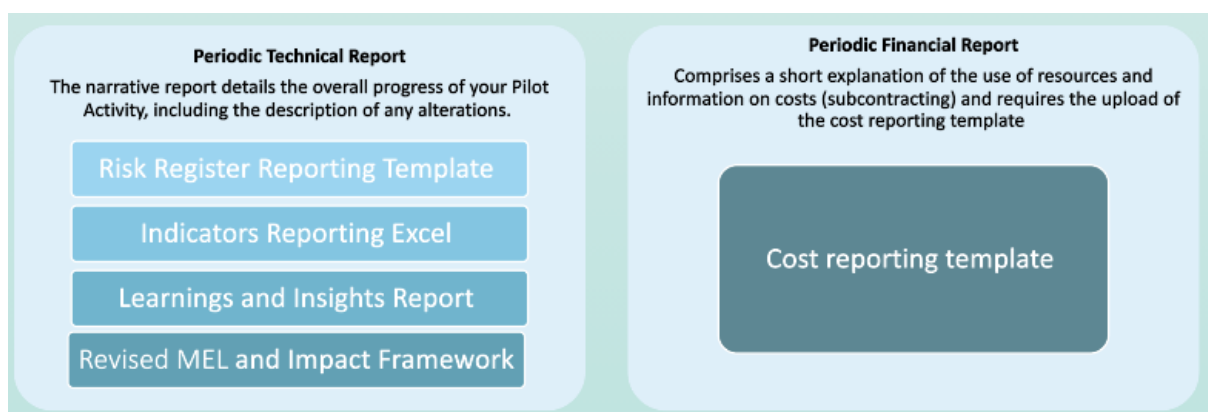
5.2.1 Periodic Technical Report

The technical report comprises a narrative section intended to provide a comprehensive overview of the pilot's activities up to the present. It is imperative to detail both the accomplishments in accordance with the original plan and any deviations or modifications made. Incorporating examples from the programme to enrich the narratives is encouraged. All narratives and templates should be completed in English. The following areas necessitate a narrative explanation along with attached documents:

- High-level overview of the first year of the pilot
- Progress toward intended milestones, objectives, deliverables
- MEL reporting: indicators, learning & insights, updated impact framework
- Contribution from partners
- Actual changes and anticipated adjustments
- Risks
- Communication & Dissemination
- Twinning

5.2.2 Periodic Financial Report

The Financial Periodic Report summarises costs incurred thus far in your programme against your programme's budget. We understand that actual costs may differ from the budgeted amounts. Deviations at the cost category level do not necessarily imply deviations at the project level.

- Fill out the cost reporting template provided with the actual costs you have incurred thus far and paid in the reporting period covered by the report.
- Please provide an explanation when the cost deviated > 10%.
- The costs are given by categories, WP and organisation.
- No supporting documents are requested in the attachment, while recipients shall keep them for 5 years after the close of the NetZeroCities project.
- Generally speaking, there is greater flexibility on changing budget lines that are not subcontracts. Deviations might require additional steps, such as amendment. Please read the paragraph below.

6 Amendment – Process and procedure

During the execution of the Pilot activities some cities could realise that unforeseen events or the natural evolution of the programme could lead to the need/desire to make certain changes to the proposal attached to the signed award agreement. In these cases an amendment to the award agreement may be necessary.

While not exhaustive, please find below a list of changes that could require an amendment to the award agreement:

- changes in the role and/or composition of the consortium (add/remove partner/linked third party, change in coordinator- valid for multi-city pilot as for all pilots the led must be represented by a city municipality);
- significant changes to the project description diverting from the original project plan (adding/removing deliverables and/or tasks, changing work package for deliverables/tasks, changes to project's schedule);
- budget transfer between partners or between budget categories (or both) which is linked to a significant change in the project's plan (adding/removing cost categories, budget changes significantly affecting the original delivery;
- changes to the impact framework.

Please note that smaller changes, especially adjustments in deliverable timeline or small budget shifts, will be recorded through the reporting process mentioned earlier. Only significant changes to the award agreement must be agreed upon by all parties involved and documented in an official amendment.

This will be communicated to the relevant cities in their reporting feedback, as interim reporting is the best time to reflect on the need of an amendment.

Amendments may be requested by the project lead while compiling the interim reporting and must be submitted to the Pilot Cities Programme Team for review and approval, sending the amendment request form to the PCP email.

Pilot leads may be uncertain on which change to consider significant. In this case we recommend to fill in the amendment justification form and let PCP analyse it and provide directions on the need to continue with an amendment or simply keep the information in the reporting files.

The Amendment process will proceed as follows:

1. Cities must fill out the amendment justification template (download), outlining the changes they intend to make to their pilot.
2. Cities must also attach the amended budget form, and/or amended Impact Framework form depending on the changes they are making (not attaching documents that they haven't changed).
3. If changes require modifications to the proposal narrative and work plan, the amendment justification form must be completed to illustrate all changes by providing the comparison table explaining which parts of the proposal narrative require changes. It can be found here.
4. The Pilot Cities Programme will review the documentation received and provide feedback within 15 working days by either approving/rejecting the changes or requesting further clarifications.
5. After the changes are accepted, the PCP team will create a revised award agreement modifying only the relevant sections of annex I that have changed and will send for signature by both parties.
6. The PCP team will ensure also the proposal in the system reflects the approved changes.

Only requests meeting the following criteria will be considered as valid amendments:

- Requests must be submitted in writing – an oral agreement is not binding.
- Changes requested still comply to the Call guidelines and to Call financial guidelines.
- The amendment enters into force after the signature of the project lead and the EIT Climate-KIC representative.
- It takes effect on the date agreed upon by the parties (either retroactive or in the future).
- Amendments can only be implemented after the entry into force of the award agreement and before the final payment is made.
- It must be signed by persons having the same capacity to represent the legal entity as those who signed the initial award agreement.

- The amendment leaves all other provisions of the award agreement unaffected and continues to have full effect.
- It forms an integral part of the award agreement.
- It cannot have the purpose or effect of making changes to the award agreement which might call into question the decision awarding the grant or result in unequal treatment of beneficiaries or applicants.

Please note that an amendment only enters into force when the last party signs the letter confirming agreement with the request for amendment. The amendment will take effect either:

- On the day of its entry into force (i.e., the day of the last signature of the amendment).
- On the specific date(s) indicated and agreed upon in the amendment.

7 Branding guidelines for Pilot Cities

7.1 Visibility of EU Funding

In all subsequent communications, disclosure of EU funding is required. This includes but is not limited to presentations, flyers, social media posts, etc. Please ensure the prominent display of the EU emblem along with the funding disclaimer as outlined in the provided **EU guidance**, paying particular attention to the accompanying funding disclaimer notes.

7.2 Useful resources to promote being a NetZeroCities Pilot City

7.2.1 Pilot Cities Programme Webpage

NetZeroCities has dedicated webpages for each cohort of the Pilot Cities Programme presenting the projects of Pilot Cities Cohort 1 ,Cohort 2 and Cohort 3.

7.2.2 Customisable Visual

You can use the below visual to promote your city being part of the NetZeroCities Pilot Cities Programme. This banner can be used for a variety of purposes on social media, websites, emails, and as an illustration in documents. You will be able to add your city name, and (optional but recommended) a picture of your city. You can also add the title of your pilot activities if desired (two visual options are provided).

Steps:
1- Download editable visual here.
2- Add city name in text field.
3- Optional: Add image in the right-hand "cloud" image frame.
4- Download the final version with your additions as an image file.

Should you have specific questions regarding branding, please feel free to contact the NZC Coms team. You can do so by filling out the form here.

7.2.3 Promotion on social media

We will be promoting the Pilot Cities Programme and selected cities on social media. You can follow us, tag us, and share content from the following accounts:

- *Twitter (X)*
  - *@NetZeroCitiesEU*
  - *@EUScienceInnov*
  - *@childp_child*
  - *@RosalindeEU*

- *LinkedIn*
  - *@NetZeroCitiesEU*
  - *@EU Science, Research and Innovation*
  - *Patrick Child*
  - *Rosalinde Van der Vlies*

- *Instagram*
  - *@EU Science*
  - *@NetZeroCities*

- *Hashtags:*
  - *#PilotCities*
  - *#EUmissions*
  - *#HorizonEU*
  - *#MissionCities*
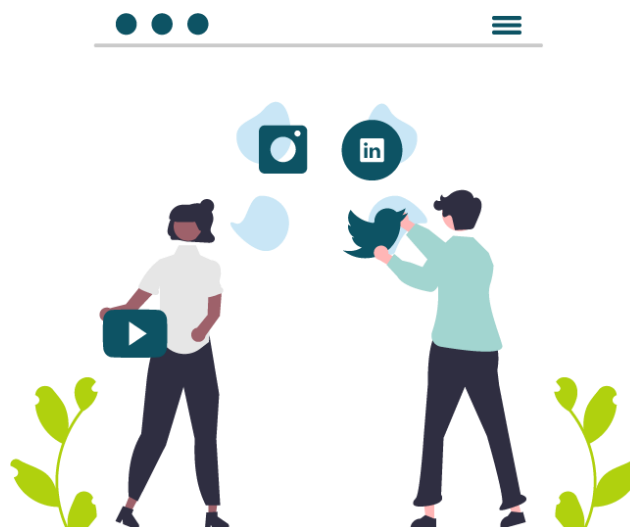
7.3 Referring to the Pilot Cities Programme, NetZeroCities and the EU Cities Mission

7.3.1 About the Pilot Cities Programme

The Pilot Cities Programme supports cities from across the EU and in associated countries of Horizon Europe to test and implement innovative approaches to rapid decarbonisation over a two-year programme. Cities work across thematic areas to support systemic transformation.

The Pilot Cities Programme helps cities address all urban systems contributing to climate-neutrality, including mobility, energy systems and the built environment, material and resource flows, natural areas, cultural/social/financial/institutional systems, and accessible public spaces. Selected Pilot Cities will receive funding and hands-on support from City Advisors and the NetZeroCities Consortium partners.

The Pilot Cities will test and implement innovative solutions, or groups of solutions, at city or district level. Innovative solutions from Pilot Cities will have the potential to be scaled or replicated. Learning activities will be organised for Pilot Cities to exchange, build capabilities, replicate successful innovations, and deepen relationships. A Twinning Learning Programme will link each Pilot City with two or three Twin Cities to share learnings with others.

A first cohort of 53 cities involved in 25 Pilot City Activities was announced in March 2023. The second cohort of Pilot Cities includes 26 cities involved in 22 Pilot Cities Activities. The third cohort of Pilot Cities includes 25 cities in 21 Pilot Cities activities. To date, 104 cities are involved in the Pilot Cities Programme.

7.3.2 About the EU Cities Mission

EU Missions are a new way to bring concrete solutions to some of our greatest challenges. They have ambitious goals and will deliver tangible results by 2030, by putting research and innovation into a new role, combined with new forms of governance and collaboration, as well as by engaging citizens. EU Missions are a novelty of the Horizon Europe research and innovation programme for the years 2021-2027.

Since climate mitigation is heavily dependent on urban action, we need to support cities in accelerating their green and digital transformation. The Climate-Neutral and Smart Cities Mission, in short the EU Cities Mission, involves local authorities, citizens, businesses, investors as well as regional and national authorities to deliver 100 climate-neutral and smart cities by 2030 and ensure that these cities act as experimentation and innovation hubs to enable all European cities to follow suit by 2050. The EU Cities Mission contributes to the European Green Deal in building a low-carbon, climate-resilient future through research and innovation.

7.3.3 About NetZeroCities

NetZeroCities is a consortium consisting of 34 partners from 27 European countries, managing the EU Cities Mission Platform. NetZeroCities supports the 112 European cities known as the Mission Cities in drastically reducing their greenhouse gas emissions to achieve climate neutrality.

NetZeroCities works as a service-oriented platform supported by world-class practitioners to help cities overcome the current structural, institutional and cultural barriers they face in order to achieve climate neutrality by 2030. NetZeroCities aims to enable European cities and citizens to show the way forward towards an inclusive, thriving, climate resilient and sustainable future. To do so, it tailors advanced capabilities related to systemic change, citizen engagement and democratic governance, capital and financial structuring, and social innovation, to ensure cities have access to the best expertise available anywhere in the world.

8   Glossary

Term	NZC Pilot Cities Programme definition
Breakthrough	Overcoming a deep barrier to change.
(Carbon) Emissions	'Emissions ', and 'carbon emissions' are widely used. These are considered to be synonymous with 'GHG emissions' or 'carbon-equivalent emissions', encompassing both CO2 and non-CO2 GHG emissions.
CINEA	The European Climate Infrastructure and Environment Executive Agency
Cities Mission	The EU Mission on/for 100 Climate Neutral and Smart Cities by 2030.
Citizen engagement and participation	The wide range of ways in which people, on their own or as part of formal or informal groups, participate in democratic decision making, civic and public life to actively shape and implement, in this case, the transition to net zero.
City systems	Of or pertaining to the systems that make up a city's civic, social, infrastructural, financial, etc. functions.
Climate City Contract (CCC)	The Cities Mission *Climate City Contract* (CCC) is a governance innovation and tool to help cities collaboratively address their barriers to accelerating transformative action to reach climate neutrality by 2030. The CCC is the documented result of an iterative co-creation and commitment process. Systemic in nature, this process will be led by cities and involve multiple stakeholders at various governance levels, as well as the wider ecosystem of private and civic stakeholders. Together, they will identify key actions to achieve 2030 climate neutrality, and the ways and means to implement them.
Co-benefits	Ancillary impacts or positive side-effects of, and integral to, climate mitigation or adaptation interventions.
Co-production	Ways for different actors to work with and become part of providing services that supports decarbonization directly or indirectly.
Data Controller	The entity that determines the purposes, conditions, and means of the processing of personal data.

Data Processor	The entity that processes data on behalf of the Data Controller
Distributed agency	The recognition that agency - the capacity to act meaningfully - is not only the domain of individuals, but is interdependent, complex and can be collective.
Emergent learning	Learning that is observed, appearing, coming up, rather than summative, retrospective, formally end-of-process learning.
Emissions domains	The main emissions domains for cities include buildings, industry, transport, waste treatment (both solid waste and wastewater), agriculture, and forestry, as well as grid-supplied energy.
Engagement	Active and conscious empowerment, collaboration, and mobilization of a plurality of agents, in this case, to reach net zero.
EU Green Deal	The European Union's response to the climate and environmental-related challenges that are this generation's defining task.
EU Missions	A novelty of the Horizon Europe research and innovation programme for the years 2021-2027. They support the European Commission's priorities such as the European Green Deal, Europe fit for the Digital Age, Beating Cancer, and the New European Bauhaus.
General Data Protection Regulation (GDPR)	The General Data Protection Regulation (GDPR) (Regulation (EU) 2016/679) is a regulation by which the European Parliament, the Council of the European Union and the European Commission intend to strengthen and unify data protection for all individuals within the European Union (EU). It also addresses the export of personal data outside the EU.
Governance innovation	'Novel rules, regulations and approaches that seek to address a public problem in more efficacious and effective ways, lead to better policy outcomes and enhance legitimacy'.
Horizon Europe	The largest transnational programme ever, supporting research and innovation, implemented by the EU.
Impact Logic, Impact Pathways (or Theory of Change)	Impact Logic (used interchangeably with Theory of Change) refers to co-created, shared, and consensus-based impact narrative(s) as a basis for integrating both qualitative and quantitative evaluations, including the rationale and assumptions for achieving several hard-to-measure or hard-to-define co-benefits of decarbonisation.
Impact Pathways	These are fundamental causal mechanisms by which positive impacts will be produced across a timeline and aligned assumptions and risks outlined by the Impact Logic. These pathways connect proposed interventions to short- and mid-term outcomes that can be observed/measured and are precursors to long-term impacts to shift urban systems.
Learning loops	Processes that generate rapid and tangible insights as well as feed these back into decision-making and policy directions and the planning/implementation of new actions not contemplated a priori.
Levers	Interventions that address distinct but connected elements of a problem, across a range of system characteristics or entry-points, such as (but not limited to): technology; governance and policy; finance and business models; culture, participation, and social innovation; capacity and capability building.
MEL	Monitoring, Evaluation and Learning
Monitoring	Co-development and application of quantitative indicators to track and analyse cities' progress towards direct impacts (like net-zero GHG emissions in critical sectors) and indirect impacts (co-benefits), as well as the setup, management and maintenance of data collection tools and infrastructure.
Evaluation	Analysis and assessment of monitoring information against set goals, targets, and benchmarks, with the aim of determining the degrees to which critical milestones, intermediate outcomes, and final impacts have been achieved.
Learning	Evidence and knowledge which is collected and reported through a structured and continuous process of stock-taking and synthesis. These insights generated in real-time help cities understand which solutions are working, in what contexts, for whom and why, as well as risks and barriers.
Mission Platform	A one-stop platform (accessible to all cities through an online portal) that will: develop, promote, and integrate new and existing tools, resources, and

	expertise; support in the co-creation of Climate City Contracts with local stakeholders and citizens; and support cities to develop specific strategies that are tailored to suit local and regional contexts.
Pathway	Emerging direction of travel towards a new system with clear and shared goals co-owned by a relevant coalition, well understood barriers to progress and the tools to address them.
Personal data	Any information relating to an identified or identifiable natural person ('data subject'); an identifiable natural person is one who can be identified, directly or indirectly, in particular by reference to an identifier such as a name, an identification number, location data, an online identifier or to one or more factors specific to the physical, physiological, genetic, mental, economic, cultural, or social identity of that natural person.
Radical collaboration	Collaboration that is built into decision making from the ground up, where stakeholders and citizens are seen as co-deciders and co-producers of outcomes rather than just as consultees. It needs a long-term commitment to building the culture of openness in government and other bodies, and a financial commitment to supporting the social and digital infrastructure that can underpin that long-term engagement.
Sensemaking	(Portfolio) Sensemaking is within a systems innovation approach to systems innovation to support decision making, implementation and scaling. It refers to a structured, facilitated, and continuous process of observation, reflection, synthesis, analysis, pattern finding and insight generation in order to produce intelligence that enables decision making.
Social Innovation	A form of innovation that is social in its ends and its means (Murray et al., 2010): this means developing new ideas, services and models that better address social challenges (EC, 2020). In broad terms, this means that it is innovation that is "social" in its objectives, its process, and its outcomes. As such, it holds opportunities for cities to: (1) provide solutions to local, unmet social needs; (2) engage system actors in the co-design and co-production of the solutions (and by default work to de-risk innovation); (3) create long-term, positive, social impact on multiple scales (geographic, challenge scope); and (4) contribute – by engaging multiple actors in its development process and building capacity – to cultural and behavioural changes that support the development of resilient and responsive innovation ecosystems able to bring actors and resources around missions.
Sustainable EU Investment Plan	The investment pillar of the European Green Deal
System	"A set of elements or parts that is coherently organized and interconnected in a pattern or structure that produces a characteristic set of behaviours, often classified as its "function" or "purpose". (Meadows, D. H., 2008, *Thinking in Systems: A Primer,* Chelsea Green Publishing)
Systemic	The characteristic of an approach to a problem or solution that takes account of the interconnected elements or parts of a system in order to influence and transform a system's behaviours, functions, and/or purposes.
System transformation	The evolving of a system from one operational, functional, and/or behavioural state to another (more desirable) state.
Systems innovation	Systems thinking is an approach to understanding and analysing problems that focuses on how the parts of a system relate to each other. Systems innovation aims to create whole system transformation by using the interdependence between multiple levers - such as technology, market mechanisms, regulations, and social innovations - to address complex problems
Tipping points	Where one change leads to a positive cascade of self- reinforcing further changes.
Transition pathway	A suite of complimentary/synergistic actions (across levers) that enable significant emissions reduction
Urban stakeholders	The wide range of organised interests and groups who form part of a city's ecosystem.