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Re-Value Capacity Development and Exchange Programme, Version 1

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Report Information

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Executive Summary

The Re-Value Capacity Development and Exchange Programme (Re-Value CD&E Programme) is a three-year programme designed to support the nine Re-Value Cities - Ålesund (Norway), Bruges (Belgium), Burgas (Bulgaria), Cascais (Portugal), Constanța (Romania), İzmir (Türkiye), Písek (Czechia), Rijeka (Croatia) and Rimini (Italy) - in their efforts to meet ambitious European climate neutrality goals, as they test and embed collaborative urban design and planning approaches through a series of Innovation Cycles.

The CD&E Programme aims to support the cities' capacity to design, initiate and implement change within and across multiple complex urban systems in their Waterfront Pilots by strengthening collaboration between city administrations, urban stakeholders, and citizens. It also aims to identify integrated urban planning and design approaches that accelerate climate neutrality objectives while embracing New European Bauhaus (NEB) principles, and to help cities identify the contribution of these approaches to address systemic challenges and embed them in local/regional regulatory frameworks.

These goals help define the Programme's scope, which will use a Community of Practice (CoP) approach to build on the common "practices" of the Re-Value Cities and their partners, and focus on six Systemic Challenges addressed in the Re-Value Waterfront Pilots: systemic changes in governance, regulatory structures, advocacy; cultural and spatial quality; financial and circular value chains; data-driven co-creation; energy and mobility; and nature-based solutions.

The programme adopts a three-pronged approach that focuses on **learning**, **reflexivity** and **motivation**, in alignment with the proposition that the goal of capacity development is to enable, as well as drive, systemic change towards sustainability. To support the learning, reflexivity and motivation tracks of the CD&E Programme, a series of structured modules were co-designed with the CoP for the first Programme Year. These include (1) the **Re-Value Rounds**, monthly online opportunities for cities to both exchange best practices on the systemic challenges in a variety of formats (roundtables, panels, fish bowls, etc.), and to receive input from the wider CoP; (2) curated **Re-Value Study Visits** to each city; (3) **Peer Reviews** for each Re-Value Replication Roadmap; and (4) opportunities for spontaneous interaction among CoP members via their dedicated **peer-to-peer space on the NetZeroCities Portal**, which is equipped with conversational and collaborative technology, connected directly to the Cities Mission network.

The Re-Value CD&E Programme will run for three years (2023-2026) over six semesters, and will be iterated through a yearly monitoring and evaluation process in collaboration with the CoP.

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1 Introduction

This document, “Re-Value Capacity Development and Exchange Programme, Version 1” describes the overall framework used in the Re-Value project to support the nine participating cities - Ålesund (Norway), Bruges (Belgium), Burgas (Bulgaria), Cascais (Portugal), Constanța (Romania), İzmir (Türkiye), Písek (Czechia), Rijeka (Croatia) and Rimini (Italy) - deliver their Waterfront Pilots and Territorial Transformation Plans (or similar). It is also a framework to help capture and disseminate knowledge, in order to deliver replicable Re-Value Urban Planning and Design Approaches (D6.3: Re-Value Urban Design and Planning Approaches (initial version), forthcoming).

This deliverable presents the current status of the Re-Value Capacity Development and Exchange Programme (Re-Value CD&E Programme). The document illustrates how the Re-Value CD&E Programme can bring together the key components of the Re-Value approach (Innovation Cycles, Monitoring and Evaluation, and a Community of Practice) to enable a capacity development process that is tailored to the project’s cities’ specific needs, demands, and contexts.

The Re-Value CD&E Programme builds on a literature review of capacity development and is enriched by a review of practice-based capacity development activities in 8 different ICLEI urban sustainability projects. It has been co-created with partners in Work Package 1 (NTNU, GIB, Ecoten, Augment City) concerning the connection of the programme to the innovation cycles and the impact model pathways, Work Package 7 (VITO) concerning the connection to monitoring and evaluation, as well as with partners in the Leading Cities (Ålesund, Bruges, Burgas, and Rimini) and Replication Cities (Cascais, Constanța, İzmir, Písek, Rijeka) to better understand each cities’ specific capacity needs, expertise, aspirations and concerns.

This document is divided into three main sections. Section 2 describes the methods and approaches on which the CD&E Programme is built. Subsequently, Section 3 explains the theory of change that underlies the CD&E Programme. Section 4 then provides an overview of the Programme implementation, from its modules to the collaborative online platform to a preliminary schedule and the Programme monitoring. Following these three main sections, Section 5 discusses the Programme’s linkages with the CIT-02-01 Cluster and the Cities Mission, while Section 6 concludes with an outlook on next steps.

2 Methods and approaches

Re-Value drew on diverse methods to anchor the three-year CD&E programme in a sound theoretical foundation, while still enabling it to be flexible, iterative and collaboratively-developed. These methods included desk research and focus groups / interviews for articulating the CD&E Programme's theory of change, followed by a capacity assessment focused on the individual cities' needs, priorities and resources, and through a series of co-creation workshops that collected and processed data on preferences related to the design and implementation of capacity development activities.

2.1 Building on previous work

The Re-Value CD&E Programme builds on a literature review of scientific and policy documents and on ICLEI's previous experience with capacity development and training in a series of research and innovation projects. The desk research mapped out conceptual frameworks and assumptions on capacity for transitions to climate neutrality and on how cities can be supported to mobilise and enhance such capacity. The list of scientific and grey sources is included in the References section of this Deliverable.

This literature review resulted in identifying a relevant definition for the capacities to be developed within Re-Value, and a series of initial assumptions for the Re-Value CD&E Programme theory of change. To test and further develop these assumptions, a focus group on capacity development activities that ICLEI undertook in eight research and innovation projects was organised. The focus group drew on the concrete capacity development experiences in the city network and enriched the theoretical basis of the Re-Value CD&E Programme with practice-based insights.

During the in-person focus group at the ICLEI European Secretariat, participants (ICLEI colleagues) were interviewed about their capacity development experiences with other European projects, including Be.CULTOUR, UrbanByNature, ALLIANCE, CLIMAA, CityLoops, CityMatch, the European Green Capital Network, and SUMPs-Up under the European Union's CIVITAS 2020 initiative. Participants were prompted to discuss (1) the content and objectives of the capacity development activities they took part in or organised, (2) the selection criteria and process for participants and implications for the knowledge transfer (scale, diversity of beneficiaries, further knowledge transfer), (3) notable impacts of the capacity development (e.g. on leadership or governance, on communities of practice, on evidence-based decision-making, on monitoring and evaluation processes), (4) enablers and barriers, strengths and gaps of the capacity development exercise, and (5) lessons learned (i.e., reflections on how to consolidate capacity development expertise).

The focus group was recorded, transcribed, and systematically coded and interpreted partly deductively, using the literature-based theoretical framework as a starting point, and inductively, drawing on complementary points raised in the workshop. The results of this process are summarised and illustrated in Section 3 of this deliverable, which presents the Re-Value CD&E Programme's theory of change.

2.2 Capacity assessment

A capacity assessment was conducted with Re-Value Cities in order to craft a tailor-made and responsive Re-Value CD&E Programme. The capacity assessment aimed to capture the expressed needs, priorities and resources of the Waterfront Pilot Teams and their main local committed stakeholders. The process consisted of an initial engagement exercise during the project kick-off meeting (“Needs, Wants, Fears”), a capacity assessment survey (Appendix 1), and a follow-up in-depth interview with each Re-Value Waterfront Pilot Team. In order to allow the Re-Value CD&E Programme to adapt to the project’s phases, the Waterfront Pilot Teams’ progress, and the maturation of the CoP, the capacity assessment is designed to be an iterative process and will be conducted periodically throughout the project’s lifespan.

During the Re-Value Kick Off Meeting in Bruges, Belgium (January 2023) participating project partners were invited to reflect on and document their expectations, needs, and fears related to the Re-Value project during a “Needs, Wants, Fears” exercise. Partners were asked to colour code their answers using Post-It notes: blue for Lead Cities, pink for Replication Cities, and yellow for all other partners. The Re-Value partners helped identify the domains that aligned with their needs, expectations and risks through this initial harvest. This engagement exercise reconfirmed the relevance of the project’s thematic domains and helped identify subdomains to be addressed in the capacity assessment, and subsequently, the Re-Value CD&E Programme.

A comprehensive capacity assessment was developed in collaboration with the Re-Value Innovation Cycles, Impact Model and Monitoring task leads, in order to streamline the consortium’s approach to support the Waterfront Pilot Teams, both individually and collectively as a Community of Practice. A capacity assessment survey focused on cities’ capacity needs and available expertise was sent to each Re-Value Waterfront Pilot Team in March 2023. The teams were asked to complete the survey in consultation with their key local stakeholders. The data collected were received and analysed in March and April 2023 to prepare for the follow-up interviews.

The capacity assessment survey consisted of multiple choice and open ended questions divided into six sections. These focused on (1) ranking/prioritising the cities’ capacity development needs, (2-4) the three Innovation Cycles, (5) Community of Practice resources, and (6) preparing the follow-up interviews. The survey information directly informed how the Re-Value Cities could benefit from additional support to plan, design, and implement their Waterfront Pilots.

The capacity assessment surveys were followed up by semi-structured interviews with each Re-Value Waterfront Pilot Team. Their purpose was to discuss and explain gaps in the survey data, further clarify the needs, priorities and expertise recorded in the survey, and identify approaches to incorporate the findings into the CoP activities.

The capacity assessment provided Waterfront Pilot Teams with an opportunity to input on their specific needs, demands and contexts, as well as evaluate their knowledge and skill priorities. Simultaneously, it prompted a self-reflection process about their existing capacities and available resources to be shared in the Community of Practice. This activity crossed the sometimes blurry boundary between set-up and implementation of a capacity development programme. The reflective processes stimulated by the survey can also be viewed as a first activity within the Re-Value CD&E Programme.

2.3 Co-Creation workshops

As WP6 leader, ICLEI hosted three co-creation workshops to harvest and synthesise data on the expectations, fears and needs of the Re-Value CoP, on preferences related to the frequency of regular exchanges in the CoP, and on preferences related to activities and formats. The workshop formats and the data collection methods varied, from eliciting responses to open-ended questions on Post-It notes to Mentimeter multiple-choice polls, and Miro-supported voting. These data served as a basis for the shared understanding of the scope, purpose, activities and formats of the Re-Value CD&E Programme.

3 Capacity Development in Re-Value: a Theory of Change

The Re-Value CD&E Programme theory of change is represented in Fig.1 and is described in detail in the following sections of the document. The theory of change connects the project objectives 1-4 with the insights from a literature review and a focus group on ICLEI capacity development activities. More specifically, the theory of change addresses the following objectives and envisioned outcomes:

- **Objective 1:** Build a multi-modal impact model for value-based urban design and planning (WP1), resulting in one Re-Value Impact Model addressing 6 systemic challenges of urban planning and design, resulting in cross-cutting support to the cities and their Replication Teams, in the Community of Practice (see Obj #4)
- **Objective #2:** Deliver successful full-scale deployment in the waterfront districts of 4 Leading Cities, and correspondingly update their long-term Territorial Transformation Plans towards climate neutrality by 2030 (WP2-5), resulting in 4 Detailed Roadmaps for full-scale deployment of the Waterfront Pilots and 4 Full-Scale Deployments, and 4 updated long-term Territorial Transformation Plans, 1 for each Leading City.
- **Objective #3:** Deliver Detailed Roadmaps with Investment and Partnership Models for the Waterfront Pilots of 5 Replication Cities, and correspondingly update and accelerate their long-term Territorial Transformation Plans towards climate neutrality (WP6).
- **Objective #4:** Consolidate a Community of Practice between the Leading and Replication Cities, and with the Cities Mission and Mission Platform, to build long-term capacity (WP6), resulting in one co-created Capacity Development and Exchange Programme in and between Re-Value Cities, participation in up to 9 regional/national city clusters within emergent national platforms and Peer-to-Peer Collaboration Spaces and capacity building support, reaching 100+ cities via the NetZeroCities Portal, and within the EU Cities Mission ecosystem, including sister projects.

To reach the desired outcomes, such as the Detailed Roadmap, Waterfront Pilot experimental deployments, and an updated long-term Territorial Transformation Plan for all the Re-Value cities, the Re-Value CD&E programme had to be based on a clear path that mapped both the means to get to these outcomes and to take them beyond the four-year project lifetime. We asked ourselves what kind of capacity do cities aiming at climate neutral waterfronts want to develop? What are the mechanisms of change we can set in motion, in order to support them in pursuing their goals?

Drawing on a literature review of conceptual frameworks and assumptions on capacity for transitions to climate neutrality and on how cities can be supported to mobilise and enhance such capacity, we defined our capacity development purpose as “to enable, and partly also drive, systemic change towards sustainability” (Wolfram 2016, 125) in response to the six Re-Value Systemic challenges.

This review also helped identify learning and reflexivity as key mechanisms of change that lead to the knowledge and skills that can enable change (Wolfram 2016, Gottschick 2013). **Learning**, fueled by cities’ experiments that are shared in the CoP, is supported by the participation and engagement of the CoP members, through opportunities for knowledge sharing and mentoring. Learning facilitates the embedding of the urban planning and design innovations into Territorial Plans and Replication Roadmaps by exploring effective paths to remove barriers. Learning is accompanied by a **reflexivity** process through the annual reiteration of the capacity assessment and CD&E Programme itself, in order to maintain a responsive

learning agenda that adapts to the progress made and shifting priorities. Another **reflexivity** component is the process of studying the replicability of innovative solutions across the distinct urban contexts of the Re-Value cities, potentially resulting in their validation and uptake in other cities/countries. Beyond enabling the project outcomes, learning and reflexivity will also result in awareness, skills, and knowledge that will enable long-term impact.

The findings from the focus group reinforced these insights. In addition, they emphasised the opportunities for intrinsic and extrinsic **motivation** that participating in capacity development in the framework of a CoP can offer, through support and encouragement, cultivating a sense of belonging and identity, and promoting leadership and recognition. Motivation-building emerged as a key component for activating the drive and leadership that can enable Re-Value CoP members to be ambassadors of climate neutrality beyond the project's scope.

Learning, reflexivity and motivation will support the Re-Value Cities to reach the envisioned project outcomes: 9 Waterfront Pilot Roadmaps, 4 full deployments in Leading Cities, 9 updated Territorial Plans (or similar), replicable approaches collected in the Urban Planning and Design Portfolio, and a history of collaboration and leadership among the CoP participants, and turn these results into long term impact on the local capacity to enable and drive climate neutral urban planning.

To support the learning, reflexivity and motivation tracks of the CD&E Programme, a series of structured modules were co-designed with the CoP for the first programme year, further detailed in 4.1 Programme Modules. These include (1) the Re-Value Rounds, monthly opportunities for cities to both exchange best practices on the systemic challenges in a variety of formats (round tables, panels, etc), and to receive input from consortium and external experts; (2) the Re-Value Study Visits to each city; (3) peer reviews for each Re-Value replication roadmap; and (4) opportunities for spontaneous interaction among CoP members via their dedicated peer-to-peer space on the NZC portal, equipped with collaborative technology.

These modules were designed after carefully collecting, analysing and structuring inputs from the CoP, leveraging the dedicated task force that each Re-Value City was encouraged to put in place as their Waterfront Pilot Team, and the expertise available across the consortium. First, the six Re-Value systemic challenges identified by the CoP were broken down into narrower knowledge domains and skills. This inventory served as a basis for an initial capacity assessment. The assessment collected data on the knowledge and skill gaps that cities identified in their team and core stakeholders to face the systemic challenges, identified their priorities in capacity development, and also collected examples of best practice in response to the systemic challenges that is available in each city, which will inform the Re-Value Rounds, Study Visits, and Peer Reviews.

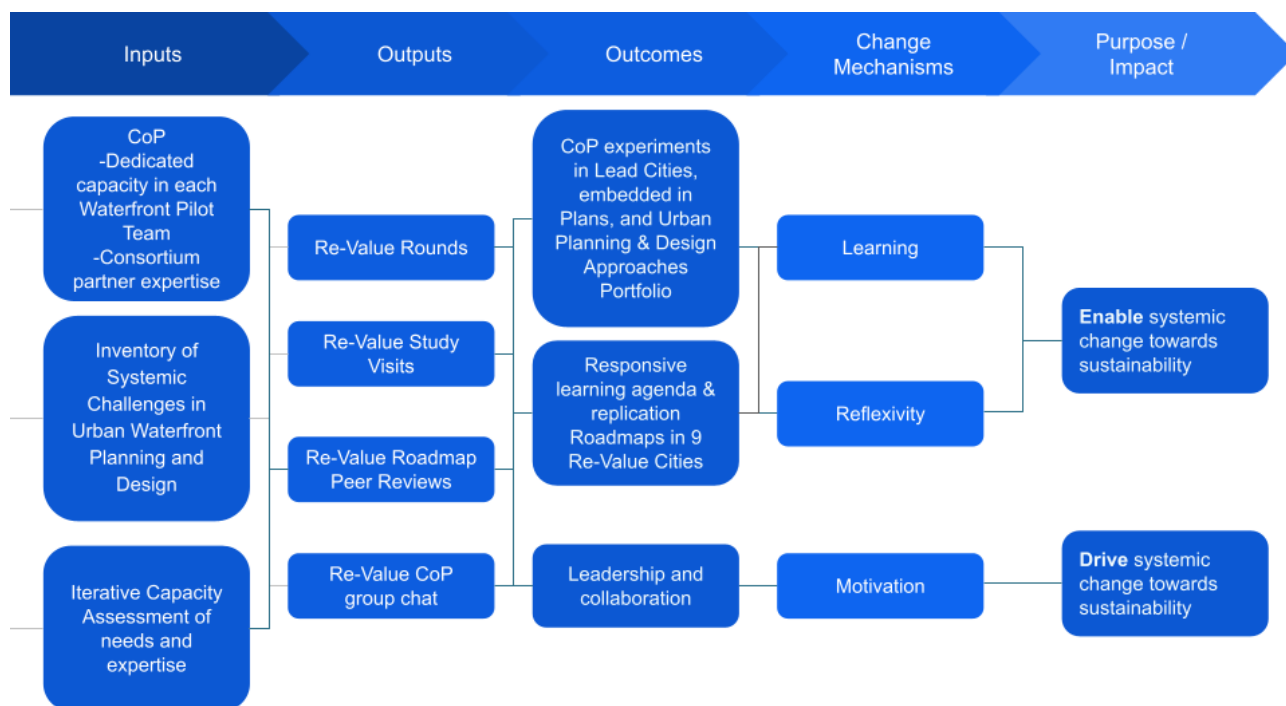


Figure 1: A theory of change for Capacity Development in Re-Value

3.1 Purpose and envisioned impact

The goal of the Re-Value CD&E Programme is to support Re-Value Cities in their efforts to meet ambitious climate neutrality goals in line with the European Green Deal and Cities Mission, by testing and embedding collaborative urban design and planning approaches. Re-Value's aim is to make the urban transition to climate neutrality irresistible.

The Re-Value CD&E Programme will support Re-Value Cities to enhance their capacity to design, initiate and implement change towards climate-neutrality within and across multiple complex urban systems present in their Waterfront Pilots. This involves strengthening collaboration between city administrations, urban stakeholders, and citizens. It also aims to facilitate integrated urban planning and design approaches that accelerate climate neutrality objectives into local regulatory frameworks, by supporting cities to identify the contribution of these approaches to addressing systemic challenges.

These goals help define the scope of the programme, which will use a Community of Practice approach to build on the common “practices” of the Re-Value Cities and their partners, and will anchor its thematic focus in 6 Systemic Challenges that will be tackled in the Re-Value Waterfront Pilots.

Finally, these goals also helped identify the kind of capacity Re-Value wants to develop. In order to achieve its aims, the programme adopts a three-pronged approach that focuses on learning, reflexivity and motivation, in alignment with the proposition that “the purpose of capacity development is to enable, and partly also drive, systemic change towards sustainability” (Wolfram 2016, 125). The following sections describe these structural elements of the Re-Value CD&E Programme in detail.

3.2 The Re-Value Community of Practice

The Re-Value project recognises that all Re-Value Cities have equally valuable experiences and competencies to share and learn from one another when it comes to accelerating the urban transition to climate neutrality. To tap into this knowledge and foster collaboration between cities, Re-Value has established a Community of Practice (CoP) within the project that emphasises peer-to-peer exchange and learning throughout the project.

The Re-Value CoP is defined as a group of core Re-Value Team members and partner organisations who will share expertise and experiences from their local Innovation Cycle work amongst themselves, with the objective to create new knowledge and share it back / out to the wider Cities Mission community. The Re-Value CoP includes core members of each city's Waterfront Pilot Team, core members of the scientific partner organisations, and other practice-oriented project members who have a deep interest in learning and/or sharing on a specific systemic challenge.

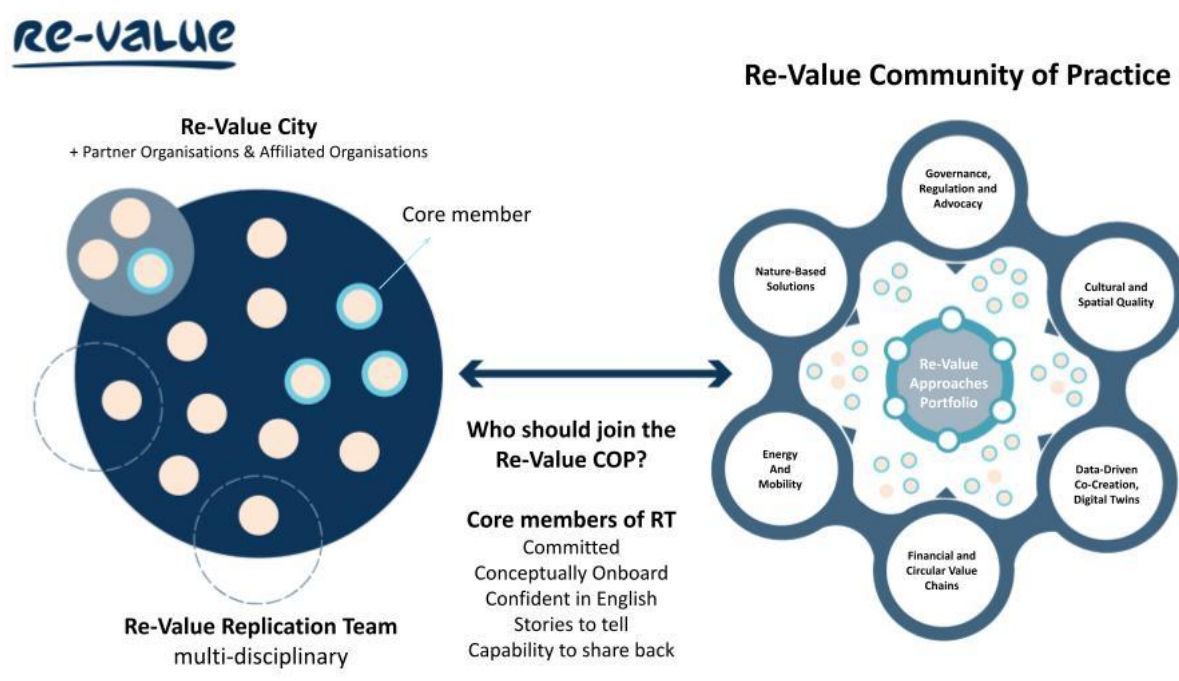


Figure 2: A conceptual diagram of the Re-Value Community of Practice

The Re-Value CoP will work collectively to identify and develop a portfolio of urban design and planning approaches that can be applied to a real-life, multi-stakeholder transformation planning and engagement process in the cities with financial support from the project (Waterfront pilots), and on targeted engagement opportunities with the most relevant change communities at all governance levels. The Re-Value CD&E Programme provides the CoP with a co-created structure for learning and exchange between members, and to connect with the Mission Platform and other cities in the Cities Mission ecosystem who are on the same climate neutrality journey.

3.2.1 The Re-Value systemic challenges

The Re-Value CD&E Programme is structured to address the six main systemic challenges / thematic domains central to urban planning and design and the Re-Value project:

- Systemic changes in governance, regulatory structures, advocacy
- Cultural and spatial quality
- Financial and circular value chains
- Data-driven co-creation
- Energy and mobility
- Nature-based solutions

Aligned with the Cities Mission, these systemic challenges of urban planning and design were identified and will be addressed by the Re-Value CoP when testing, capturing, and sharing how to create value through urban quality as they address their climate neutrality goals. Members of the Re-Value CoP will collaborate with one another within these domains (and subdomains) to move beyond business as usual in their respective cities and areas of expertise.

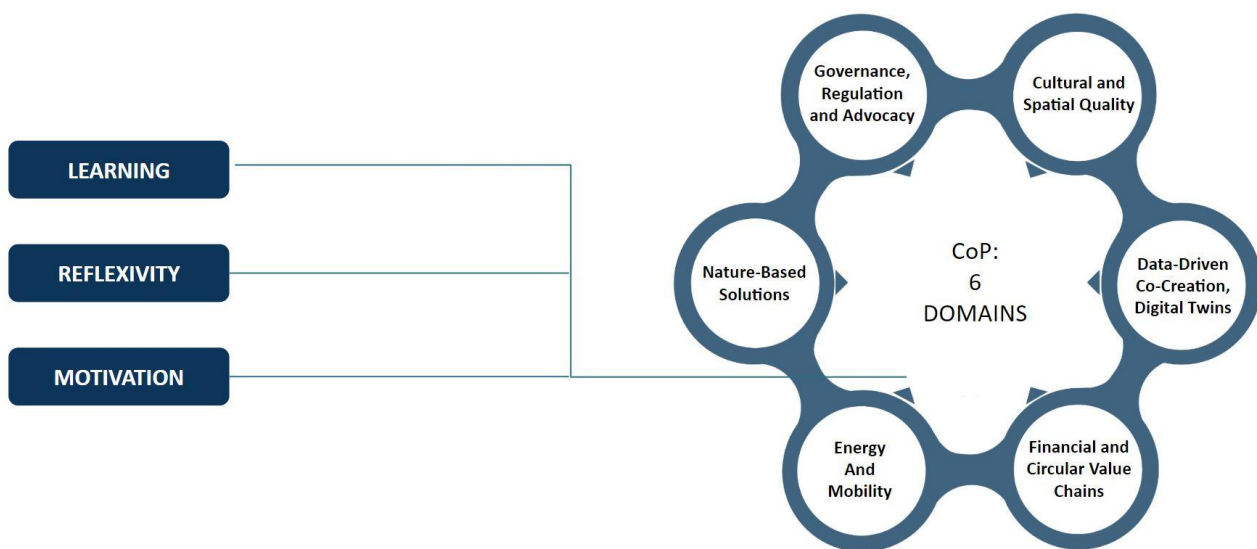
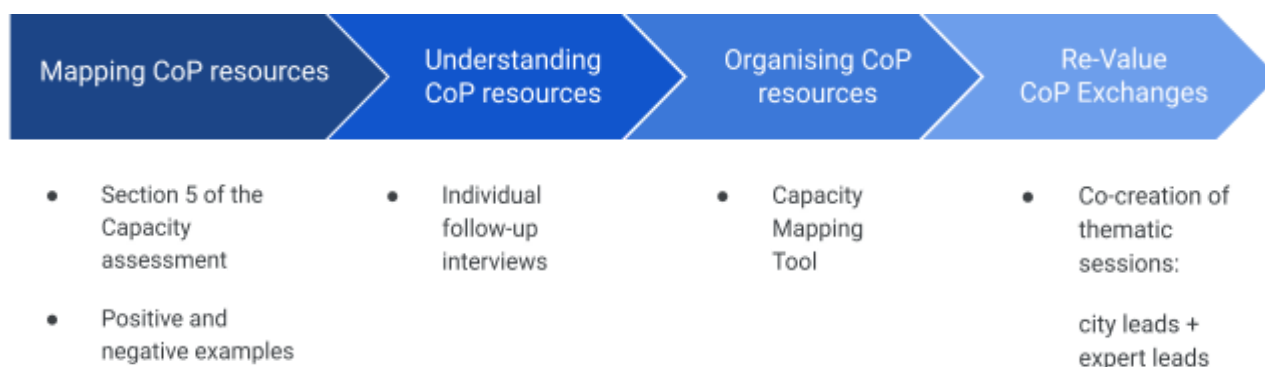


Figure 3: Graphical representation of the six interconnected systemic challenges and the Community of Practice space in the middle, where interaction and capacity development happens, in learning, reflexivity and motivational tracks which feed into understanding and acting on the systemic challenges.

3.2.2 Capacity needs and resources in Re-Value Cities

Re-Value Cities already have a wealth of sustainable urban planning and design resources and experiences that can be shared within the CoP. These insights (both positive and negative) were mapped in Section 5 of the capacity assessment surveys, and explored in depth in follow-up interviews. The cities' examples were systematically inventoried in a Capacity Mapping Tool, which can be consulted by project partners to inform and better design capacity development modules for the Programme. The Capacity Mapping Tool will be updated after each yearly re-assessment.

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The cities' needs identified in the capacity assessment survey will also inform the content of the Re-Value CD&E Programme activities described in the next section. The data was analysed and ranked to highlight priority topics and domains for CoP-wide activities (such as the Re-Value Rounds). The data also provides the detail needed to best inform how on-site workshops and other place-based activities can be designed so that the host city receives the benefit of tailor-made in-person capacity development opportunities.

Table 1: Aggregated prioritised capacity development needs: According to the data analysis from the first capacity assessment survey (March/April 2023), the following table lists the top focal topics in order of priority.

Re-Value Cities' Capacity Development Priorities (Spring 2023)	
1.	NBS technical design, implementation and maintenance
2.	Digital Twins
3.	Planning, strategy and regulation: city visions, revitalisation tools, territorial transformation plans, agile piloting, widespread roll-out
4.	Engagement and co-creation processes with stakeholders, citizen-driven innovation
5.	Adaptive and integrated project management across city departments/ transition teams / governance models
6.	Sustainable procurement
7.	Attracting private investment, public-private partnerships, and innovative financing
8.	Data-driven scenarios (systems mapping, building retrofit, urban microclimate scenarios)
9.	Public participation and community activism, including dealing with political effects (e.g. voting patterns, populism, election changes...)
10.	Reflexive monitoring and impact evaluation
11.	Climate neutrality targets and implementation
12.	Aligning climate-neutrality with urban quality: participatory story-building to identify co-benefits

3.3 Re-Value Change Mechanisms

3.3.1 Learning track: CoP experiments and embedding innovation

Learning plays a central role in the Re-Value CD&E Programme. It will be the key mechanism through which CoP members will acquire new knowledge, skills, attitudes, and behaviours to enhance their transformative capacities. Learning in Re-Value is centred on studying the cities' experiments undertaken in the WP1 Innovation Cycles, and identifying local drivers and obstacles to change. Identifying and removing barriers to innovative practices to embed them into routines, organisations, plans and especially legal frameworks is a critical capacity factor for sustainable transitions (Gottschick, 2013). The nine Re-Value cities will mainstream their successful waterfront experiment outcomes in their updated Territorial Plans.

The Re-Value CD&E Programme aims to foster learning from the Waterfront Pilot experiments and the uptake of innovations through a dynamic process of engagement, knowledge sharing among the CoP members and beyond:

- **Participation and Engagement:** the Re-Value CoP Members are encouraged to contribute their expertise, perspectives, and experiments carried out in the Innovation Cycles or outside of the project's boundaries, and to actively participate in the group's discussions and activities.
- **Knowledge Sharing:** The Re-Value CoP provides a structure for knowledge sharing among its members. This happens in online forums, in the online Re-Value Rounds, the Re-Value Study Visits, and in the Re-Value Peer Reviews, but also in bilateral exchanges that the CoP members self initiate. Members share their insights, best practices, challenges, lessons learned, and relevant resources, contributing to the collective knowledge of the community.
- **Mentoring:** Leading Cities will deploy the Detailed Roadmaps for their Waterfront Pilots in full-scale, and Replication Cities will examine concrete outcomes of the interventions in the Leading Cities to reflect on their own intended outcomes and implications for their future work. Through these relationships, Replication Cities will gain valuable insights, skills, and knowledge from those with greater expertise in the CoP. Cities will further study how to embed the Re-Value innovations in their local Territorial Plans or similar planning framework.
- **Innovation embedding:** The Re-Value Cities will study pathways to mainstream the Re-Value Waterfront Experiments in their Territorial Plans.
- **Boundary Crossing and External Engagement:** Learning in the Re-Value CoP will also extend beyond the boundaries of the community. Members will engage with other cities in regional/national clusters and on the NetZeroCities Portal to collectively address innovative practices that accelerate pathways to climate neutrality, so they can be mainstreamed and more-easily replicated within the relevant planning / cultural frameworks. They will also have - and seek - inputs from experts in related fields. This boundary crossing exposes CoP members to new ideas, perspectives, and practices, enriching the learning experience within the community.

3.3.2 Reflexivity track: responsive learning agenda and replication roadmaps

To facilitate positive feedback loops, learning should be integrated into all actions that aim at climate-friendly change. This involves establishing diverse opportunities for critically reflecting on the progress towards the desired vision (Wolfram 2016, 8). The Re-Value CD&E Programme implements two

major feedback loops: (1) addressing shifting priorities and capacity needs over time, and (2) examining the replicability of innovations across distinct geo-political contexts.

- **Responsive Learning Agenda:** The Re-Value CD&E Programme incorporates the continuous assessment of capacity gaps and strengths in collaboration with the CoP, in order to address evolving needs and changing priorities. To this end, the capacity assessment, which identifies knowledge gaps and resources aligned with the Waterfront Pilots' systemic challenges, will be iterated every spring, to record challenges and priorities as they arise. This will set the stage for a responsive learning agenda that aligns Programme activities with the long-term goals of Waterfront Pilots.
- **Replication Roadmaps:** Each Waterfront Team Pilot will produce a Replication Roadmap. To promote replication within the CoP, members are encouraged to continuously reflect on local drivers and barriers to change across the distinct contexts of Re-Value Cities. The reflection on drivers and barriers to success and how these can be addressed in distinct urban contexts will be the basis for the CoP debates in the Re-Value Rounds and Study Visits. By focusing the Re-Value learning activities on the contingencies that impact the transition to climate neutrality and how these can be addressed, the Re-Value CD&E Programme ensures long-term project goals are supported by identifying immediate appropriate actions that will drive the desired change, remove barriers and facilitate replication.

3.3.3 Motivational track: leadership and collaboration opportunities

With its CoP, the Re-Value CD&E programme will also activate a relational dimension through community that will support the motivation of participants to explore and adopt innovative practices in urban planning and design and address current systemic challenges. By building up intrinsic motivation, offering support and encouragement, and recognizing members' contributions, and fostering a sense of belonging, the CoP creates a motivational environment that encourages active engagement and sustained participation.

- **Intrinsic Motivation:** The Re-Value CoP provides dedicated, structured spaces and events for its members to connect with fellow practitioners and engage in meaningful discussions and activities related to their interests, building up the intrinsic motivation that members have to pursue their goals. Examples include the dedicated online environment on the NZC portal, the in-person Study Visits experiences, and the Re-Value Rounds.
- **Support and Encouragement:** In addition, the CD&E Programme offers structured and spontaneous opportunities for CoP members to provide support and feedback to each other during the Re-Value Rounds, Study Visits and Peer Reviews. The design of these activities will encourage open discussion of both success and failure stories, or drivers and barriers. Supportive relationships within the community create a motivational environment where individuals feel valued, empowered, and inspired to continue their engagement and contribution.
- **Leadership and Recognition:** The Re-Value CoP also provides opportunities for leadership to members willing to guide and inspire the community, whether spontaneously on the shared platform hosted on the NZC Portal or by taking turns hosting and facilitating Re-Value Rounds and Study Visits. Recognition and appreciation for individual achievements and efforts within the community motivate members to continue their active involvement outside of the community

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boundaries and empower them to advocate for change in their organisation, among projects' stakeholders, and in other groups.

- **Belonging and Identity:** The CD&E Programme will also aim to foster a sense of belonging and identity among their members by leveraging the project's visual identity, building a shared understanding of key relevant vocabulary through Shared Glossary workshops, and by encouraging collective outputs such as the Re-Value Rounds and the Re-Value Urban Design and Planning Approaches. This sense of belonging strengthens the members motivation to actively participate in the community, as they feel connected to a group that values and supports their interests and goals.

4 Programme Implementation

The Re-Value CD&E Programme will be actively implemented during the Re-Value project in six semesters over three Programme Years (September 2023 to July 2026). The Community of Practice reflection and synthesis processes will take place after the programme to co-develop D6.16 Re-Value Community of Practice Recommendations, in 2026, which will synthesise a portfolio of approaches that can be applied to a real-life multi-stakeholder transformation planning and engagement process in cities, as well as to the most relevant change communities at all governance levels.

Each Programme Year comprises two semesters: Fall/Winter Semester from September to February and a Spring/Summer Semester from March to July. Programme Year 1 will run from September 2023 to July 2024; Programme Year 2 will run from September 2024 to July 2025; and Programme Year 3 will run from September 2025 to July 2026. The core European Summer Holiday season (Late June to Mid-September) will be lightly programmed to accommodate the rolling holidays. A more detailed initial timeline is given below in Section 4.3.

Each Programme Year will include a mix of online and in-person capacity development and exchange modules, described in detail in the following sections. A Programme Year will include between nine to 11 Re-Value Rounds, two to three Re-Value Study Visits, and one Peer Review, at a minimum. Further, there will be numerous opportunities to engage in relevant capacity building activities out of this project's scope through the NetZeroCities, the Adaptation Mission, New European Bauhaus, the CIT-02-01 Cluster collaboration, and others.

4.1 Programme Modules

Re-Value CoP members were consulted on how to operationalise the Re-Value CD&E Programme and CoP collaboration. Based on a voting exercise and discussion round during a co-creation workshop, CoP members established that they would prefer structured Re-Value CD&E Programme activities that:

- Do not take more than 8 hours per month
- Do not last longer than 3 hours per session
- Focus predominantly on case studies and interactive training

These parameters set the basis for the core capacity development modules: **Re-Value Rounds**, **Re-Value Peer Reviews**, and **Re-Value Study Visits**. Additionally, in an effort to support and build momentum for the European Commission's "one-stop-shop" NetZeroCities Portal, the Re-Value Community of Practice will utilise the Portal's Peer-to-Peer Space as a private group ("Re-Value Cities") to collaborate.

Re-Value Rounds

Re-Value Rounds are a core component of the Re-Value Capacity Building and Exchange Programme. A Re-Value Round is a **monthly online event** hosted / moderated by thematic experts for the Re-Value Community of Practice. The format of a Re-Value Round is flexible. Hosts have the freedom to choose the most appropriate format for their topic to achieve the desired outcome: an engaging format that enables Round contributors to share meaningful content and effectively exchange in an online environment. Example formats include roundtable, panels, PechaKucha, Fishbowl, webinar, etc.

Re-Value Rounds can be hosted by any Re-Value CoP member, though the Re-Value Rounds in Programme Year 1 will be hosted by Re-Value project partners to set precedents and make immediate course corrections, if needed. The role of the Host is to design the Re-Value Round, select and coordinate partner/guest participation, and moderate the Round on the NZC Portal.

Project partners, particularly those affiliated with Re-Value Cities, will be significant contributors to Re-Value Rounds. Contributors will prepare knowledge material(s) on the topic in the format chosen by the Host. Contributors will be encouraged to share both best practices and unsuccessful examples as an important part of the learning and exchange process within the Community of Practice. In this way, Re-Value Rounds address the triple purpose of learning (acquiring new knowledge/skills), reflexivity (reflecting on the assumptions about causes and effects), and motivating (stressing the benefits and co-benefits of best practice).

Re-Value Rounds will be recorded and shared in the private Re-Value Cities Group on the NZC Portal via Re-Value's unpublished YouTube Channel. The Re-Value Cities Group is open to the Re-Value Community of Practice, and provides a safe space for open discussion and collaboration.

Re-Value Roadmap Peer Reviews

Peer-review of Re-Value Cities' Roadmaps offer numerous benefits for the Re-Value CD&E Programme. Firstly, it promotes quality and rigour in the planning process by bringing diverse perspectives and expertise to the table. Project peers can identify gaps, inconsistencies, or potential pitfalls that may have been overlooked by the city's Waterfront Pilot team. Secondly, peer-review fosters a culture of collaboration and knowledge sharing, as participants engage in constructive discussions and share best practices. This collective input strengthens the overall plan, ensuring it reflects a comprehensive understanding of Re-Value's aims and addresses systemic issues. Ultimately, this leads to more effective and evidence-based decision-making, improving the overall quality and impact of the Re-Value CD&E Programme. The goal of a peer review is to provide constructive feedback that helps enhance the quality, clarity, and effectiveness of the Roadmap. The review process should be driven by objectivity, professionalism, and a commitment to supporting the Re-Value City in improving their work. The review process will also take cues from Re-Value's internal quality processes.

Re-Value Study Visits

The Re-Value CD&E Programme highly values in-person interaction. Experiencing city districts by actually walking through them offers a unique and immersive learning and exchange experience. Study Visits provide select CoP members with the opportunity to gain firsthand knowledge and insights by observing and engaging with real-life examples and best practices in a specific field or context. Re-Value CoP members will see practical applications of theories and concepts they have learned, and enable them to explore innovative approaches, successful (and not so successful) projects, and lessons learned from experienced peers. Moreover, the Re-Value Study Visits facilitate networking and knowledge sharing among participants and host cities, fostering collaboration and the exchange of ideas. Re-Value Study Visits contribute to professional development by broadening perspectives, building networks, and fostering experiential learning.

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Re-Value Cities have resources (allocated via each city's "Travel Punch Card"), for a determined number of trips to support this cross-cutting approach. Three CoP representatives from each Replication City have an allocated budget to travel to larger capacity development events in each of the four Leading Cities: Ålesund, Bruges, Burgas and Rimini. Conversely, two CoP members from each Lead City are enabled to join three capacity development events in any of the five Replication Cities: Cascais, Constanța, İzmir, Písek, Rijeka. The agenda of the visits will be determined during a co-creation process with the host city for the Re-Value CD&E Programme.

While the goal of the Re-Value Travel Punch Card is to enable partners to visit each of the Re-Value Cities during the project's lifetime, there may be other opportunities to convene in other cities (e.g. cities in CIT-02-01 Cluster projects UP2030 and CLIMABOROUGH) to take advantage of synergistic capacity development modules, themes, or events.

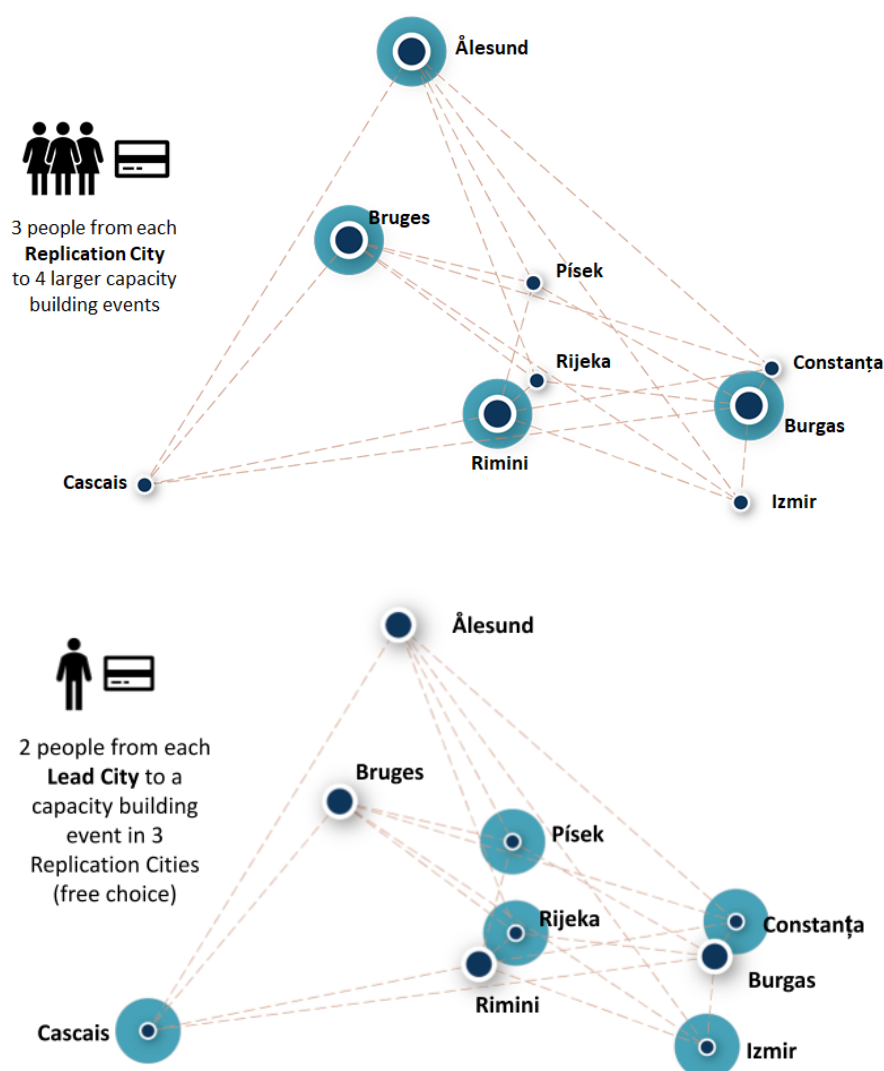


Figure 4: Re-Value's flexible Travel Punch Card enables all of the Re-Value Cities to travel to each of the cities for Study Visits over the course of the project

4.2 NetZeroCities Portal: a collaborative online platform for Re-Value

The Re-Value Community of Practice needs a place for partners to easily and effectively come together to exchange, share, and collaborate. While the Re-Value CD&E Programme includes Study Visits and other in-person exchange opportunities, the majority of the Programme activities will take place online. Selecting the best-fit online tool for this is one key to the Programme's success.

Several platforms and existing online tools were presented and discussed with the Re-Value CoP, of which the [NetZeroCities Portal](#) ("Portal") was identified as the tool with the most potential to accommodate all of the online activities. It is free, specifically designed to support cities in the Cities Mission ecosystem, and contributes to the European Commission's goal to provide a "one-stop shop" resource for cities with climate neutrality ambition. The Portal is a space where all cities can find resources and tools that are useful in their journey towards climate neutrality. The Portal is also designed to support peer-to-peer collaboration by providing public and private online spaces for cities to interact and learn together. Re-Value will establish a closed (private) group within the peer-to-peer collaboration space, which will give Re-Value cities and their partners a secure, user-friendly online environment to share openly about their experiences, host online events (i.e., webinars, meetings, etc.), as well as connect to the wider resource offer from NetZeroCities, including networking with Mission Cities and other cities advancing in this domain.

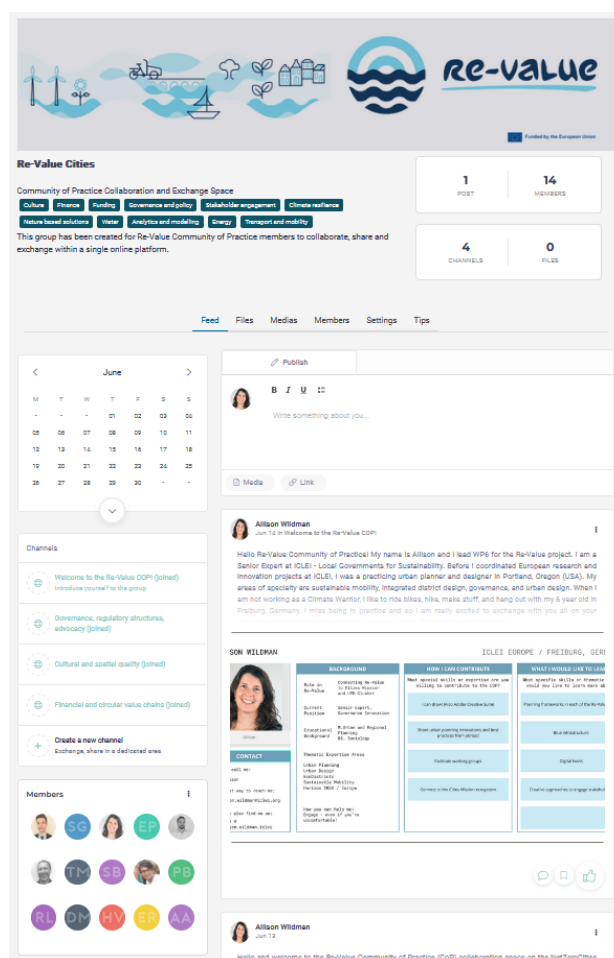


Figure 5: Screenshot of the Re-Value Cities private group on the NetZeroCities Portal

The NetZeroCities Portal offers a highly integrated online collaboration opportunity, but is still yet another platform in a crowded space of existing online tools already familiar to cities and partners. Its success will require each partner to be diligent about using the portal to actively engage with the Re-Value CoP. As Re-Value WP6 Lead and also a partner in the NetZeroCities consortium, ICLEI will administer and animate the private group by hosting meetings and other activities in the Portal to encourage its use; however, if the Portal ultimately does not serve the needs of the CoP, ICLEI will adapt and find a different collection of existing online tools to achieve the goals of the Programme.

The Re-Value project and its Community of Practice will be creating knowledge and learnings throughout the project that would benefit from being shared with the Cities Mission and wider world. The NetZeroCities Portal hosts and curates an extensive Knowledge Repository, which is a rich compilation of different resources, including fact sheets, case studies, methods, articles, and more. All of these are searchable and can be found via advanced filters by content type or theme tags. The Knowledge Repository is also designed to be a living, shared resource bank. All Portal users can add and edit content via the “Add Resource” function, which guides users through an easy-to-navigate system of content collection, including templates and an editor function.

External partners will connect resources using the same structure of 40 tags (relating to climate transition, sustainable environments, society & economy, science & technology) used across the Portal. This will support users to navigate and identify resources. External partners are encouraged to retain their own branding, as well as clearly name the authorship of their resources, so that we clearly distinguish between different content creators and celebrate their contributions. In addition, Re-Value Deliverables and other significant public outputs will be shared on the [Re-Value website](#) in its own project library.

4.3 Programme Year 1 Schedule

The Re-Value Capacity Development and Exchange Programme schedules will be co-created with the CoP every spring. Current semester schedules will be shared in the Re-Value Cities group on the NetZeroCities Portal. The integrated online Events Calendar will include all of the necessary details, including hosting information and preparation materials. They will be adapted over time to include detailed information about the Study Visits and Peer Reviews.



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Capacity Development and Exchange Programme

2023-24 SEMESTER 1 SCHEDULE

2023

20 SEP	Co-Creation and Storybuilding
Host	NTNU
Contributors	Re-Value Cities
16-18 OCT	Study Visit in Rimini
	Workshop: TBD
22 NOV	NBS / Design and Implementation
Host	IFLA
Contributors	Re-Value Cities; ICLEI
13 DEC	Digital Twins
Host	Augment City, ECOTEN
Contributors	Re-Value Cities

2024

17 JAN	Financing the Ambition
Host	GIB
Contributors	Re-Value Cities, Bankers without Boundaries
14 FEB	Engaging Youth: Early Insights from Innovation Camps
Host	Junior Achievement Europe
Contributors	Re-Value Cities



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Capacity Development and Exchange Programme

2023-24 SEMESTER 2 SCHEDULE

2024

13 MAR	NBS / Strategies to Realise and Maintain projects
Host	IFLA, GIB
Contributors	Re-Value Cities; ICLEI
MAR	Waterfront Roadmap Peer Review: Round 1
24-26 APR	Study Visit in Ålesund
MAY	Waterfront Roadmap Peer Review: Round 2
15 MAY	TBD
Host	TBD
Contributors	TBD
12 JUN	TBD
Host	TBD
Contributors	TBD
10 JUL	TBD
Host	TBD
Contributors	TBD

Figure 6: Sample 23-24 Programme Year Schedule for the Re-Value CD&E Programme

4.4 Programme Monitoring

The Re-Value CD&E Programme has been specifically designed to respond to emergent needs or shifting priorities over the course of the project, informed by continuous monitoring and evaluation with CoP participants. Each spring, the next Programme Year's schedule will be comprehensively evaluated and adjusted with the CoP to ensure that the topics, hosts, methods and engagement level are still relevant. The monitoring process will be informed by subsequent capacity assessment evaluations, as well as from written evaluations after each CD&E module (e.g., Round, Workshop, Peer Review period, Study Visit).

The following indicators will be used to monitor the effectiveness of the Re-Value Capacity Development and Exchange program modules:

- **Attendance:** the number of participants who attended the module compared to the target number
- **Participation:** Assess the level of active participation and engagement of participants during the module
- **Relevance and Applicability:** Determine the degree to which the module's content and activities are relevant and applicable to the participants' work or field of interest. This can be gauged through feedback surveys or interviews that capture participants' perceptions of the module's value.
- **Peer-to-Peer Networking and Collaboration:** Evaluate the extent to which participants are able to establish new/deeper connections and foster collaboration with peers during the module. This can be measured through post-module surveys that capture participants' feedback on the number and quality of peer interaction opportunities.

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- **Insights and Best Practices:** Assess the participants' ability to identify and understand key insights, innovative practices, or successful strategies observed during the module. This can be measured through post-module reflections.
- **Follow-up Actions / Replicability:** Monitor the implementation of follow-up actions or initiatives by participants based on the knowledge and experiences gained through the module. This can be assessed through surveys or interviews that capture participants' plans for applying the learnings in their respective contexts or sharing it more widely in their networks.
- **Impact on Participants' Work:** Determine the impact of the module on participants' work or professional development, evaluated through self-assessments.
- **Satisfaction:** Gather feedback from participants to assess their satisfaction with the program, its relevance, and the quality of delivery.

Future versions of this document will include sample feedback evaluation forms and other support materials in the Appendices.

5 Links to the CIT-02-01 Cluster and the Cities Mission

Re-Value is one of three projects selected through HORIZON-MISS-2021-CIT-02-01¹: Urban planning and design for just, sustainable, resilient and climate-neutral cities by 2030, as a Innovation Action to support the implementation of the 100 Climate-Neutral and Smart Cities Mission. The overall aim of this topic is to support a diverse range of urban areas across Europe, their urban authorities, stakeholders and citizens to identify, plan, design, fund, roll out and replicate solutions and measures in order to achieve climate neutrality, sustainability and resilience and significantly reduce emissions across the most relevant sectors by 2030.

The CIT-02-01 Cluster includes [Re-Value](#), and its sister projects, [CLIMABOROUGH](#), and [UP2030](#), who plan to establish a collaboration agreement, to identify clear links among themselves and ensure complementarity, coordination and exchange on relevant linked activities. This is accomplished through for example periodic CIT-02-01 Cluster meetings convened by CINEA, collaborating on shared learning documents, and through on-going project synergies (e.g., events, meetings, etc.), in particular, a joint urban planning forum, as a signature event that brings together cities and partners from the three projects to share their work, learnings, and challenges. Each project is developing its own version of a capacity development programme, but there are opportunities to share across projects, in addition to within projects, as part of an networked cluster community. The Re-Value CD&E Programme will anticipate and provide space for integrating capacity development modules from the other Cluster projects as part of its flexible programming.

Additional synergies and complementarities exist between these three projects and other projects of the Cities Mission portfolio. This includes for example projects funded through HORIZON-MISS-2022-CIT-01-01: Designing inclusive, safe, affordable and sustainable urban mobility; HORIZON-MISS-2021-CIT-02-04: Positive Clean Energy Districts; and HORIZON-MISS-2021-CIT-02-02: Unleashing the innovation potential of public transport as backbone of urban mobility.

Re-Value has a specific task in its work programme (T6.7) to develop an **Urban Transitions webinar series**, which is envisioned to be an online webinar series hosted by Re-Value partners, targeting other cities in the same context (specifically shared language, legal frameworks, and climate neutrality ambition). This task can initially build on several affinity clusters between the CIT-02-01 Cluster at the national level in Türkiye, Portugal, Italy, Greece, Bulgaria, Czechia, and Croatia. This series can expand to include Mission Cities and other cities engaged in the Cities Mission through its Pilot City programme, Twinning and Replication programme, and others. Invitations to these webinars will be advertised through Re-Value channels, the NetZeroCities Portal and other relevant networks.

¹

<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/topic-details/horizon-miss-2021-cit-02-01>

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Urban Transitions webinar series

- **Re-Value**
Alesund, Brugge, Burgas, Rimini, Cascais, Constanta, Pisek, Rijeka, Izmir
- **UP2030**
Belfast, Budapest, Granollers, Istanbul, Lisbon, Milan, Münster, Thessaloniki, Rotterdam, Zagreb
- **Climaborough**
Athens, Cascais, Grenoble, Differdange, Ioannina, Maribor, Sofia, Torino, Kırk, Katowice, Pilsen, Prijedor



Figure 7: Urban Transitions webinar series engaging with the Cities Mission ecosystem and the CIT-02-01 cluster

Collaboration with NetZeroCities is particularly essential and CIT-02-01 Cluster projects should ensure that appropriate provisions for activities and resources aimed at enforcing this collaboration are included in the work plan. Collaboration activities with NetZeroCities will be formalised through a Memorandum of Understanding to be concluded as soon as possible after the project's starting date. As a starting point, Re-Value has drafted and circulated a memo (Appendix 2) that maps the potential collaboration opportunities between NetZeroCities and the CIT-02-01 Cluster projects to advance the work.

6 Next Steps

The Re-Value Capacity Development and Exchange Programme has been designed to be reflexive and iterative. To this end, the next version of this document, due in summer 2024, will include, apart from its direct results, lessons, and impacts, an evaluation summary and reflection on the first Programme Year, also documenting any possible adaptations to the approach, methods, or outputs.

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Appendix 1: Capacity Assessment Questionnaire

Capacity Assessment Questionnaire to determine the strengths and challenges for each Re-Value City

Re-Value

Capacity Assessment: Questionnaire for (YOUR CITY NAME)



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Re-Value aims to co-create a capacity building programme that is aligned with its project activities (Innovation Cycles) and responds to your Waterfront Pilot Team's knowledge and skills priorities.

For this reason, ICLEI Europe is coordinating an initial Capacity Assessment to better understand how your city would benefit from additional support to plan, design, and implement your Waterfront Pilot. This assessment consists of an initial questionnaire and a follow-up interview with each Re-Value city.

Your insights will help us shape an impactful capacity building programme that responds to your needs, combined with a feasible alignment to Re-Value's activities. We aim to use this assessment to identify and integrate useful topics into our capacity building programme, while also giving visibility to current positive (and negative) practices, to enable our community of practice to think critically about the challenges we tackle in Re-Value.

We advise filling in this questionnaire in consultation with your Re-Value Waterfront Pilot Team and core stakeholders. You only need to fill in one questionnaire per city.

Please return this **filled-in questionnaire** to:
allison.wildman@iclei.org and silvia.gugu@iclei.org. **Thank you!**

Name:

Position:

Organisation:

Section 1: Capacity building needs

1. In column Q1 in the table below, please select and rank your Re-Value Waterfront Pilot Team's **top 10 priority needs** for building capacities to develop the Re-Value Waterfront Pilot in your city. Please rank your selection from 1 to 10 (1 being your top priority), so we can follow up in our interview. If a particular thematic domain or topic is missing, please add it under "Other" in the appropriate Challenge category.
2. Please name one or two **other local stakeholder groups that are not Re-Value partners** (e.g. local/regional authorities, specialised agencies, civil society, companies, etc.) **but have a crucial role in** the Re-Value pilot development in your city:

□ a. _____

□ b. _____

If they could benefit from participating in this capacity building program, please indicate their **top 5 priority needs** in columns Q2a and Q2b. Please rank your selection clearly, from 1 to 5 (1 being their top priority), so we can follow up in our interview.

Challenge	Capacity building needs	Q1	Q2a	Q2b
Governance, Regulation and Advocacy Societal	Communication and storytelling- to facilitate social, organisational learning, and behavioural change			
	Engagement and co-creation processes with stakeholders, citizen-driven innovation			

	Adaptive and integrated project management across city departments/ transition teams / governance models			
	Planning, strategy and regulation: city visions, revitalisation tools, territorial transformation plans, agile piloting, widespread roll-out			
	Reflexive monitoring and impact evaluation			
	Climate neutrality targets and implementation			
	Sustainable procurement			
	Other (please type):			
Cultural and Spatial Quality	Aligning climate-neutrality with urban quality: participatory story-building to identify co-benefits			
	Addressing segregation based on income, ethnic/racial, gender or age inequalities			
	Universal design			
	Other (please type):			
Data-Driven Co-Creation, Digital Twins	Digital Twins			
	Data-driven scenarios (systems mapping, building retrofit, urban microclimate scenarios)			
	Other (please type):			
Financial and Circular Value Chains	Attracting private investment, public-private partnerships, and innovative financing			
	Circular economy entrepreneurship, financial literacy and digital skills			

	Public participation and community activism, including dealing with political effects (e.g. voting patterns, populism, election changes...)			
	Other (please type):			
Energy and Mobility	Planning tools to develop local energy roadmaps for district and city-level			
	Renewables (solar, wind, biomass, hydro, heat pumps...), excess heat, district heating/cooling, energy communities			
	Resilient active mobility infrastructure			
	Sustainable mobility and energy planning at tourism destinations			
	Other (please type):			
Nature Based Solutions	Technical design, implementation and maintenance			
	Financing and insurance models, governance, and co-production			
	NBS impacts and co-benefits, reflexive monitoring			
	Other (please type):			

Section 2: Innovation Cycle I

1. Are there cultural/creative activities or stakeholders in your city that could support your work in Re-Value? Please name the most relevant ones.

.....
.....
.....

2. Are there creative activities with children in your city that could support your work in Re-Value? Please name the most relevant ones.

.....
.....
.....

3. How can your city best benefit from an Artistic Mission by TV and SP during the project period?

.....
.....
.....

4. Are you already in cooperation with the local JAE representatives in your city?

.....
.....
.....

5. How can your city engage with the Innovation Camps that JAE will organise with the local JAE representatives?

.....
.....
.....

Section 3: Innovation Cycle II

1. What urban issues are challenging for your city to tackle with data-driven solutions (e.g. because of lack of data or capacity)? Please rate the level of difficulty from 1 to 5, 1 being the least challenging, 5 being the most challenging).

	1	2	3	4	5
Climate change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social inequality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cyber security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ageing population	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Waste management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rapid urbanisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pollution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Traffic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Energy consumption	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please type):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. If your city has experience with developing and applying the data-driven technologies listed below, please rate them from 1 to 5 based on how useful you find them (1 being the least useful, 5 being the most useful). If these technologies are not being used by your cities, please do not rate them.

	1	2	3	4	5
Data visualisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digital twin	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Smart city	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Remote sensing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Artificial intelligence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please type):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Which of the following issues represent an opportunity for data-driven solutions in your city? Please rate them based on how opportune you think they are for your city (1 being the least opportune, 5 being the most opportune).

	1	2	3	4	5
Sustainable urban planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental protection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Climate change adaptation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Circular economy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Renewable energy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Smart mobility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Smart energy grid	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community engagement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social housing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please type):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 4: Innovation Cycle III

1. How is infrastructure typically financed in your city?

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2. Has your city successfully attracted climate finance and/or other types of innovative financing (e.g. climate finance, green bonds, blended finance etc.)? If yes, what kind and in what context?

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3. Has your city successfully attracted private capital for project development (e.g. concessions, PPPs, etc.)? If yes, what kind and in what context?

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4. What are the decision-making processes in your city for approving infrastructure financing? (e.g. Departments involved, which permits are needed, etc.)

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5. Which incentives (if any) does your city provide for attracting private capital (e.g. tax breaks, streamlined permitting, etc.)?

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Section 5: Community of Practice Resources

1. For any of the challenges listed in this table, does your city have **any relevant examples, resources, experts**, etc. that you would like to showcase **in the Re-Value Community of Practice** or **during the study visit in your city**, whether a) positive or b) negative? If yes, please provide a brief description (max. 50 words) in columns Q3a (positive examples) and Q3b (negative examples).

Challenge	Resources	Q3a	Q3b
Governance, Regulation and Advocacy	Communication and storytelling- to facilitate social, organisational learning, and behavioural change		

Societal			
	Engagement and co-creation processes with stakeholders, citizen-driven innovation		
	Adaptive and integrated project management across city departments/ transition teams / governance models		
	Planning, strategy and regulation: city visions, revitalisation tools, territorial transformation plans, agile piloting, widespread roll-out		
	Reflexive monitoring and impact evaluation		
	Climate neutrality targets and implementation		
	Sustainable procurement		

re-value

	Other (please type):		
Cultural and Spatial Quality	Aligning climate-neutrality with urban quality: participatory story-building to identify co-benefits		
	Addressing segregation based on income, ethnic/racial, gender or age inequalities		
	Universal design		
	Other (please type):		

re-value

Data-Driven Co-Creation, Digital Twins	Digital Twins		
	Data-driven scenarios (systems mapping, building retrofit, urban microclimate scenarios)		
	Other (please type):		
Financial and Circular Value Chains	Attracting private investment, public-private partnerships, and innovative financing		
	Circular economy entrepreneurship, financial literacy and digital skills		

	Public participation and community activism, including dealing with political effects (e.g. voting patterns, populism, election changes...)		
	Other (please type):		
Energy and Mobility	Planning tools to develop local energy roadmaps for district and city-level		
	Renewables (solar, wind, biomass, hydro, heat pumps...), excess heat, district heating/cooling, energy communities		
	Resilient active mobility infrastructure		
	Sustainable mobility and energy planning at tourism destinations		

Re-value

	Other (please type):		
Nature Based Solutions	Technical design, implementation and maintenance		
	Financing and insurance models, governance, and co-production		
	NBS impacts and co-benefits, reflexive monitoring		
	Other (please type):		

Section 6: Preparing our follow-up interview

To better prepare our follow-up interview, please indicate your preferences below:

1. Do you have any objections to the **interview being recorded**?
☐ Yes ☐ No
2. Do you have any objections to the **interview being used for other purposes** associated with Re-Value, beyond the needs assessment (for example for promoting the project)?
☐ Yes ☐ No
3. This needs assessment is part of a project deliverable meant to be **publicly available**. Would you prefer that we anonymise your contribution in this deliverable?
☐ Yes ☐ No

re-value

Appendix 2: Coordination Memo

CIT-02-01 Cluster: Entry Points for Collaboration Between NetZeroCities and the Cities Mission Portfolio Innovative Action Projects (CIT-02-01)

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Date: 30 May 2023

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Introduction

This memo captures the results of two initial discussions about collaboration potential between CIT-02-01 Cluster projects (Re-Value, UP2030, CLIMABOROUGH) and NetZeroCities* as of April 2023. Its purpose is to identify “points of entry” for the Cities Mission portfolio of Innovative Action projects - and specifically the cities engaged in those projects - to collaborate with NetZeroCities, and serve as a basis for co-creating a Memorandum of Understanding (MOU) between the individual projects and NetZeroCities. Three “points of entry” categories have been identified:

- **Existing Entry Points** - established components and/or programs within NetZeroCities ready to engage with and receive input from CIT-02-01 Cluster Cities;
- **Evolving Entry Points** - planned components and/or programmes within NetZeroCities that are not yet operational (dependent on scaling funding through the Specific Grant Agreements (SGA) 01 and 02);
- **Unforeseen Entry Points** - needs-based or desired interaction points / components in NetZeroCities that were unforeseen, but would add value to the Cities Mission portfolio.

*A note on terminology: the NetZeroCities project is a multi-phase project that is supported through two separate (but linked) funding frameworks. The first phase established the project in 2020/21 through the Horizon 2020-3.5 Societal Challenges programme as a Research and Innovative Action (RIA) project. The subsequent phases will be funded through the Horizon Europe Research Framework as a Framework Partnership Agreement (FPA) and linked Specific Grant Agreements (SGAs). The timeline for SGA01 (scaling **up** NetZeroCities’ capacities to support 112 Mission Cities) is from mid-2023-2026, and the timeline for SGA02 (scaling **out** support to all European cities with climate neutrality ambition) is expected to be from 2024-2027. When reading this memo, please note that “NetZeroCities,” “SGA01” and “SGA02” refer to the same project/programme, but indicate different implementation phases.

Related, NetZeroCities uses some specific terminology to reference key components of the project.

NetZeroCities is the name of the project that helps implement the **Cities Mission**. The **Mission Platform** refers to the overarching support structure for Mission Cities created as part of the project, which include human support elements (experts from the NetZeroCities consortium, including bilateral support from

“Climate Neutral City Advisors”) and digital services, delivered to cities via an online portal (**NetZeroCities Portal**). These terms are used throughout this memo.

1. Existing Entry Points for Collaboration

1.1 NetZeroCities Portal

The [NetZeroCities Portal](#) (“Portal”) is the online component of the Mission Platform. The Platform combines digital services, via the online portal, and human support, including the Climate Neutral City Advisors and thematic experts on systems innovation, finance, social innovation, and technical solutions. The Portal is a space where cities can find resources and tools that are useful in their journey towards climate neutrality by 2030. But beyond hosting resources and tools, the Portal is designed to support peer-to-peer collaboration. It is an online space for cities to interact and learn together. Both Climate Neutral City Advisors and NetZeroCities Experts are using the Portal and working with cities within the online communities and learning groups.

The Portal is composed of a set of interconnected modules, which interlink with each other via front-end links and a common back-end database and tagging structure. The Portal was officially launched in September 2022 and currently has over 1300 users, with whom NZC is actively working to collect feedback and design ongoing improvements.

All CIT-02-01 Cluster project cities can create an individual user account to take advantage of the following Portal features:

News Feed (Social Network Feed)

When logging into the Portal, users are redirected to a personalised news feed. Mission Cities users, NetZeroCities consortium members and European Union representatives are able to post on the general news feed to share information, ask questions, and collaborate.

The news feed is populated with posts coming from all over the portal, such as events and groups users are participating in.

Groups

Users can engage with each other within public or private groups. They can create groups or join existing ones. Private groups can be accessed upon invitation only, such as the Mission Cities Group. Groups are generally thematic and can be based on various topics, geographies, etc.

For example, Re-Value can create a private group called “Re-Value Community of Practice”, which would give group members a space to share, collaborate, and host events in the Portal environment.

Events

The events page showcases upcoming opportunities to engage, for example by attending webinars and other group meetings. On each specific event page, users can register, comment and join the event. The events page also gathers statistics around user engagement with the various events, displaying attendee numbers among other impact-related measures.

Knowledge Repository

The Knowledge Repository is a rich compilation of different resources, including fact sheets, case studies, methods, articles, and more. All of these are searchable and can be found via advanced filters by content type or theme tags. The Knowledge Repository is also designed to be a living, shared resource bank.

All users can add and edit content via the “Add Resource” function, which guides users through an easy-to-navigate system of content collection, including templates and an editor function.

One content type is a **Fact Sheet**, which gives an overview of a climate-neutrality topic, including text, visuals or photos, and citations for further reading. As of December 2022, there are 160 Fact Sheets in the Knowledge Repository.

Case Studies provide a longer text about examples of climate neutrality-relevant efforts. In each case study a brief description is provided for context, along with key data in an “overview” section, and the final section outlines the contribution of the case study example to climate neutrality. The impacts, approaches, relevant stakeholder networks, and other key practical insights are highlighted. As of December 2022, there are 44 Case Studies in the Knowledge Repository.

Methods delineate actionable approaches to climate transition, providing an overview, as well as useful information about barriers, governance, participation, resources, and other data that might enable a user to identify whether an approach is applicable to their context. As of December 2022, there are 61 Methods in the Repository.

From January 2023, cities and external partners will also be able to publish their resources, so the Repository becomes a living, shared bank of resources supporting climate transitions in Europe and beyond. NZC will initially incorporate **70 factsheets from the JRC** (currently under review by RTD/EC Mission team) and are also reaching out to other initiatives and institutions including: Covenant of Mayors, EIB, Green City Accord, CIVITAS, URBACT, Driving Urban Transitions, Living-in.EU, CRAFT, Smart Cities Marketplace, Intelligent Cities Challenge, CRIT, NetworkNature, Climate Pact and Tech4Good Marketplace. This presents an opportunity for CIT-02-01 projects to also contribute meaningful work to the Repository.

External partners will **connect resources using the same structure of 40 tags** (relating to climate transition, sustainable environments, society & economy, science & technology) used across the portal. This will support users to navigate and identify resources.

External partners will be encouraged to **retain their own branding and visual identity**, as well as clearly name the authorship of their resources, so that we clearly distinguish between different content creators and celebrate their contributions.

1.2 NetZeroCities Communications

Cities Mission Events

NetZeroCities hosts, in collaboration with the European Commission (Cities Mission Team), one physical conference per year, usually a political event in Brussels in the early summer. CIT-02-01 cities who are also Mission Cities are invited to participate in these events, but they are generally limited in scope and attendance due to the high number of participating cities.

Newsletters

NetZeroCities publishes a newsletter that is directed to Mission Cities and other interested stakeholders. It highlights information about the Mission programme, upcoming events and/or submission deadlines, the latest content on the NetZeroCities website, and programme highlights. CIT-02-01 cities that are also Mission Cities could be featured in future editions of the newsletter, but this newsletter is not envisioned to amplify other projects’ work. However, there is a potential opportunity for reciprocal reporting in each project’s respective newsletters (e.g., NetZeroCities shares highlights from the CIT-02-01 projects cluster and vice versa).

Social media

In terms of social media, well-established NetZeroCities channels (Twitter, LinkedIn, Instagram) could be used to highlight activities based on collaboration with CIT-02-01 Innovation Action projects and cities – especially if these activities are the subject of web articles (see below). Cross promotion on social media can also be envisaged.

Web articles

The NetZeroCities website includes a “News” page that is regularly populated with web articles, including a deep-dive “Spotlight Series,” two formats which could be considered to highlight collaboration activities with CIT-02-01 Innovation Action projects.

Media outreach

NetZeroCities produces press releases and media pitches to a curated list of relevant outlets based on milestones, calls to action, and other noteworthy developments and results. Newsworthy collaboration with CIT-02-01 Innovation Action projects can act as the basis for pitches to media outlets, and subsequent articles.

2. Evolving Entry Points for Collaboration: Capacity Building

2.1 NZC Capacity Building Framework and Learning Journeys

Capacity building modules exist in NetZeroCities in several functional areas and are described in NZC D3.2 Capacity Building Framework (CBF), which focuses on how the CBF can fit together the different aspects the NetZeroCities Portal offers (knowledge, services and peer-to-peer spaces) to enable a learning process, while also allowing room to tailor learning processes to the cities’ specific needs, demands and contexts (“Learning Journey”). The NZC capacity building framework is defined as “the process of increasing the range of skills of individuals and groups of (or within) one or more organisations, while also empowering these individuals or groups to influence the receptiveness to change of their organisational and institutional environments. Based on this understanding, the NZC CBF aims to empower Portal users to reach climate neutrality in their city (region) through continuous development and application of their skills and knowledge via collaborative learning processes.

To foster this, the CBF unites and brings forward the knowledge, services and peer-to-peer components of the Portal to support cities on a capacity building “Learning Journey”. A Learning Journey aims for continuous development and application of Portal users’ skills and knowledge by providing a collaborative (online or offline) space for learning, taking place in parallel to working on climate neutrality action or goals, and by connecting the various capacity building components (interactive tools and methods, use cases, solution factsheets, P2P groups) of the Portal in the most useful manner for the specific and contextual needs of the user(s).

Note: The Learning Journey is currently not yet available as a Portal feature as of April 2023. As it aims to connect components, a Learning Journey will not be a component of the Portal itself but should be seen as a set of pages aimed at making the connection between CBF components.

The NZC capacity building offer to CIT-02-01 cities vis-a-vis the NetZeroCities Portal features and functions:

- **On-Boarding Module** - providing key information about the NetZeroCities project
- **Internal tagging structure** - links together users, groups, or events in the social Peer-to-Peer spaces and Knowledge Repository
- **Knowledge Repository** - elaborated in previous section

- **City Dashboard** - displaying progress towards net-zero GHG emissions, using qualitative and quantitative indicators to support monitoring, learning, visualisation, action planning, and outward communication to stakeholders
- **Finance Guidance Tool** - supporting cities to identify a range of options for blending public and private finance
- **Social Network** - providing a space for open discussion and cross-posting across the NetZeroCities community
- **Groups** (public and private) - elaborated in previous section
- **Online Events** - elaborated in previous section

In addition, **Mission Cities** in the CIT-02-01 Cluster have direct access to **Climate Neutral City Advisors**, who provide support to help them access tools and resources, facilitate exchange among cities, and link them with NZC Expert Teams. City Advisors also help cities to develop their knowledge (system innovation, governance, social innovation, finance, policy) and skills or support them in their collaborative learning process (relationships and network, exchange and knowledge sharing between cities), among other things.

Additionally, the Framework Partnership Agreement Special Grant Agreement 02 (expected in 2024) envisions a task that will organise cohorts of European cities who applied to the Cities Mission in 2021 with climate-neutrality ambition but were not selected as a participating Mission City.

2.2 NZC Replication and Twinning: Capacity Building on Collaboration

To be elaborated as the NZC Twinning Programme develops. Currently, the twinning programme is focusing on twinning and replication with selected [NZC Pilot Cities](#).

The call for Twin Cities will be open from 3 May 2023 – until 30 June 2023. Municipalities from EU Member States and Horizon 2020 Associated Countries can apply. The call is open both for Mission and non-Mission cities. To be eligible, applicants should also evidence a climate neutrality commitment before or by 2050 and acknowledge to have the capacity to engage in the twinning learning journey, to kick-start in late September 2023.

The twinning learning journey is a 20-month programme that aims to exchange knowledge, build capacities between Pilot and Twin Cities, and provide access to replication support to the latter. The programme will be based on a practical knowledge sharing approach from Pilot cities to Twin cities, while also enabling a peer learning framework, allowing Pilot cities to also learn from Twin cities' experiences. Upon completion of the learning cycle, Twin cities will embed the learnings from pilot activities across the city via a Replication Plan.

The matching procedure of Pilot Cities and Twin Cities is based on finding similar challenges and common interests in the various emissions domains and levers of change, allowing innovative actions through systemic transformation. Each Pilot City (or group of multi-city Pilot activities) will be paired with one or more Twins that have expressed evidenced interest in their pilot activities, to support their progress towards climate neutrality. A range of activities are planned to advance learning among Twin Cities, including tailored online meetings, workshops and inspiring site visits to deepen the understanding of each other's challenges and find solutions together. To ensure that Twin City participants gain the most from the in-person exchanges, travel costs will be reimbursed up to a certain amount. Twin Cities will also receive hands-on support from the Mission Platform to advance their objectives, and they will have access to the set of tools and resources provided by the NetZeroCities portal.

In parallel to the Twinning Programme, NetZeroCities will produce 30 multimedia case studies on replication and scale up to support, change and influence actions in Pilots, Twins and CCC signatory cities, including

practical cases of scaling-up of technologies, financing and business models. These case studies will be available in the NetZeroCities Portal.

2.3 NZC Pilot Cities Programme

Through a call open to all European (and H2020 Associated) countries, twenty-five Pilot Cities applications have been selected to build the first portfolio / cohort of pilot activities under the NetZeroCities Pilot Cities Programme. Beginning in June 2023, these cities will have two years to implement innovative, multi-lever, and cross-sector activities in their local contexts to overcome systemic barriers/challenges to transformation in their critical emissions domains. The portfolio contains a diverse range of activities with different approaches (i.e., combinations of levers to be tested) and in different contexts (countries; city sizes; types of cities/maturity of city in regard to climate action) and provides rich learning opportunities across the European landscape for other cities to potentially transfer, replicate, and scale approaches and solutions that work, and give the greatest chance for accelerated impact on city emissions and urban transformation.

To support this extensive opportunity for learning, replication, and scaling, the Pilot Cities Programme will be supported by a learning and sensemaking programme that is embedded within the grant processes, to draw out insights within and across the portfolio of activities that can be shared with cities within the EU and beyond. Cities will therefore learn individually (i.e., through their own activities on the ground) and collectively (as a cohort, in clusters) in real time what is ‘working’ and what doesn’t, to inform their next actions and future programmes of work aimed at city-wide transformation and decarbonisation.

A direct exploitation of these insights and learnings is the City Learning Programme: a ‘twinning’ programme that will connect ‘Twin Cities’ with the Pilot Cities to closely follow their journey and exploit opportunities for transfer, replication, and scaling; as well as developing a relationship of co-learning and co-challenge between Pilot and Twin cities.

Furthermore, cities in the portfolio will receive specific capacity building support alongside the learning and granting programme and their funded pilot activities. The successful 2023 Pilots Cities can be [viewed here](#). Additional calls dedicated to cities participating in the Cities Mission will be launched in 2023, to expand and enrich the portfolio.

The Pilot Cities Programme is intending to link with similar initiatives aiming at enabling cities to decarbonise and transform. This is both at the level of the programme and the individual pilot activities that cities will be deploying; and may relate to both *approaches* at city-level (i.e., governance, ecosystem development, policy, citizens engagement) and specific products, services, and/or technological/infrastructural *solutions*, where relevant.

2.4 NZC Thematic Capacity Building - “Capability Building”

NetZeroCities is currently developing a “Capability Building” programme for Mission Cities to support their Cities Mission Climate City Contract (CCC) process. This programme is proposing to concentrate information and education sessions over two tracks: Express “Summer School” (April 2023 - September 2023) and Expanded (April 2023 - April 2024). The Express Track is designed for Mission Cities who plan to submit their CCC for a Mission Label evaluation in Fall 2023; the Expanded Track is for Mission Cities who plan to submit in Spring 2024. The Capability Programme is available only to Mission Cities, and specifically those who have indicated that they will prepare and submit a Cities Mission Climate City Contract within a specified timeframe. CIT-02-01 Cluster cities who are also Mission Cities can take part in these training sessions.

The capability building programme focuses on the key processes of the Cities Mission Climate City Contract, including:

- Setting up an internal governance structure for your Transition Team

- Communicating with different stakeholders and creating buy-in for your Climate Contract
- Working with citizens and civil society to unlock social innovation potential
- Setting up your emissions inventory and proposing systemic actions to reduce these emissions
- Building a portfolio of actions that you can finance both through city budget and other financial instruments
- Setting up indicators to measure your progress in the coming years
- Building closer relationships with other cities participating in this course

3 Evolving Entry Points for Collaboration

The following entry points for collaboration are currently in-process or developing as part of NetZeroCities' scale-up (SGA01) and scale-out (SGA02) phases (from July 2023 on). The exact scope of each entry point is not yet fully detailed but are currently established components of the work programme.

3.1 City Clusters: Geographic and Thematic Clusters

The large number Mission Cities necessitate (and encourage) working with Climate Neutral City Advisors and amongst themselves in geographic and thematic clusters. The City Advisors work bilaterally and in clusters with a specific group of Mission Cities to whom they have been assigned. The NetZeroCities Portal enables cities to selectively cluster in online groups, but there is currently no active orchestration or management of these self-administered groups. National-level city clusters are developing organically from the inertia of the Cities Mission and more formally through existing or emergent networks or platforms. These geographic clusters are currently being observed and will be formally engaged in the second phase of NetZeroCities implementation (May 2023 on).

3.2 National Platforms and Networks

NetZeroCities is observing the continuous evolution of national networks and platforms that have developed in response to the Cities Mission and aims to facilitate the establishment of such platforms whenever feasible. These national networks and platforms enable cities to work together with national ministries and other relevant institutions to address policy and legislative barriers hindering cities' acceleration towards climate neutrality.

The aim is to include cities beyond the selected Mission Cities in the collaborations taking place within national platforms and networks. Cities engaged with CIT-02-01 should therefore be included in any national-local level engagements convened on behalf of the Cities Mission.

Within the frame of SGA01, the NetZeroCities project will identify and map partnerships, initiatives and projects working in the area of climate neutrality and establish a database of these, with the aim to increase cities' understanding of existing initiatives across governance levels. Further, a draft framework for information sharing and creating links between these partnerships, initiatives and projects will be developed. Memorandums of Understanding are foreseen to be established between NetZeroCities Pilot Cities and relevant projects under Horizon Europe, as well as other programmes and initiatives, to promote synergies and the exchange of knowledge.

Finally, the NetZeroCities project will look to increase the understanding of current policy and regulatory barriers, and address these through policy dialogues (including city panels, stakeholder consultation panels) and experimentation (including policy labs). Meanwhile, existing national funding opportunities and instruments aligning with Mission objectives will be identified and the project will contribute to shaping

financial instruments and exploring synergies between them. Within SGA02 will include financial advisory services particularly for Mission Cities with some opportunities for CIT-02-01, as well.

3.3 Cities Mission Monitoring, Evaluation and Learning

To assess the progress made on path to climate neutrality, analyse achievements and enable learning for all local stakeholders as well as for other cities, NetZeroCities is currently developing a Monitoring and Evaluation Framework and Indicator Set for the Cities Mission, as well as a detailed Monitoring, Evaluation and Learning (MEL) methodology for Pilot cities. “Scope of the Integrated Monitoring Evaluation and Indicator Framework” introduces the NZC Theory of Change (TOC) (also termed as Impact Logic) as the conceptual foundation for the monitoring, evaluation and learning activities in the NetZeroCities project and derives the domains and the subdomains of the Integrated Indicator System from it. It explains the logic that informs the indicator selection and defines which indicators should be considered required and which are recommended for application.

For cities to commit, plan, implement, monitor, evaluate, and report their climate actions, as well as ratchet their commitments and adjust their plans, they need to have access to reliable, timely, and high-quality data on GHG emissions, climate risks and vulnerabilities. The Integrated Indicator System covering a wide spectrum of quantitative and qualitative data will support an integrated approach to local climate neutrality decision and policymaking.

Aligning with the programmatic intent of harnessing systemic innovation and a portfolio approach, the NZC MEL Framework is centred on cities acting on multiple levers of transformative change. These levers are transversal areas that cut-across all GHG emission domains crucial for a city’s climate-neutrality goals. By co-designing portfolios within their Climate City Contracts or Pilot City interventions, cities will be enabled to simultaneously act on several distinct but connected elements of their emission-intensive sectors through multiple but complementary actions and interventions.

The TOC presents plausible impact pathways and causal mechanisms that link interventions, intermediate outcomes (both early-stage and later-stage), and final outcomes and impacts in cities. These changes are mapped across critical thematic areas and a timeline from current stage up to the culmination of the project – with the assumption that long-term impact pathways in cities will continue beyond, until the culmination of the Cities Mission in 2030. Essentially in response to the founding logic illustrated in the TOC, the MEL Framework can be categorised as follows:

- Direct Benefits and Impacts – GHG related sector monitoring.
- Indirect Benefits and Impacts – Co-Benefit related monitoring.
- Systemic Innovation and Transformative Change – Impact Pathway progress monitoring through systemic levers.

The Monitoring Evaluation and Learning Framework covers Scope 1 and Scope 2 emissions while also covering indicators for Scope 3 emissions for waste, i.e., waste exported for treatment outside the city. These are based on the current emissions guidelines defined under the JRC toolkit for cities.

The supporting logic outlined in the TOC and a series of workshops resulted in the need to define Required Indicators (Direct Impacts/Benefits) and Recommended Indicators (Indirect Impacts/Co-Benefits), as well as the inclusion of both Quantitative and Qualitative Monitoring processes. Consequently, it was considered necessary to monitor GHG emissions which is a *conditio sine qua non* for urban climate neutrality. However, social, economic, and environmental drivers must also be taken into account to ensure acceptance as well as technical and financial feasibility of the transition towards climate neutrality. ‘Co-benefits’ indicators have been categorised as recommended but not required. They are designed to assist cities in their Climate Neutrality planning processes, and thus, cities are encouraged to make use of selection of such indicators

most applicable to their local Climate Neutrality Target and related Strategy. Therefore, in summary, the impact domains to monitor and evaluate in relation to the 2030 CCC Action Plan implementation include:

1. Required Monitoring of direct benefits (emission domains);
2. Recommended Monitoring of indirect benefits (defined as co-benefits); and
3. Recommended Process monitoring of action portfolios and systemic levers, following defined transition pathways and outcomes.

The Indicator Framework will allow for national level emission data to be downscaled to the city level, as well as data acquired through a bottom-up method through local data sets (this is to provide flexibility to Cities). In other words, they would report on the total emissions per sector as minimum requirement. The indicator selection and MEL activities following this approach would support cities in – a) Monitoring and evaluating actions and outputs during implementation through ongoing data collection/analysis using a defined set of indicators and data sources; and b) Periodic and systematic observation, reflection, stocktaking (i.e., sensemaking) and learning activities, to continuously extract insights and intelligence to feed into cities' implementation and decision-making. These 'reflexive monitoring' activities are designed to support cities to not only generate real-time and actionable insights through CCCs implementation and Pilot interventions, but also enable knowledge-sharing, storytelling and communications to reach citizens, politicians and wider ecosystems. Therefore, centralised reporting would help cities create a clear picture of the scope and impact of subnational climate action, yielding data that can be leveraged to drive further and faster national and local action.

3.4 Data and Interoperability

As the NetZeroCities Portal functionality evolves over time, there are several areas where cities, commercial partners, and scientific partners can explore and coordinate complementary efforts, including application programming interfaces (APIs), Information Dashboards, Tools, Digital Twins, the Mission City Dossier, and Expression of Interest (EOI) Data integration. These areas should be discussed with the NetZeroCities Portal development team through the MOU process to further identify specific coordination and co-development opportunities.

3.5 Finance, Funding and Investments

NetZeroCities also addresses the capital needs and financing capabilities and products necessary for cities to achieve climate neutrality. The Mission Platform support encompasses knowledge transfer and development of capabilities, and to align with and ensure effective delivery of services to cities. NetZeroCities is doing this by analysing successes, failures and obstacles in the current funding landscape to create a rapid 'state of play' for local climate financing activities and options. This will be achieved by benchmarking and analysing financing options, identifying obstacles faced by the financial market and developing an innovative knowledge tool.

Additionally, the NetZeroCities is designing and delivering a training programme for Mission Cities and tools/materials to build capacity for cities throughout Europe through city design sprints and setting up and delivering training programmes. A "Finance Guidance Tool" is already available on the NetZeroCities Portal to help cities find the right funding for their projects. It is based on a questionnaire that will help cities define their financing needs and filter the types of funding that are appropriate. Furthermore, investment planning activities of Mission Cities are also supported by assessing available tools, creating an Investment Plan framework with Mission Cities as part of their Climate City Contract, and seeking feedback on the latter.

Financing structures for Mission Cities will also be developed through the Mission City Capital Hub (currently in development). These structures will combine public and private capital by incorporating

co-benefits and existing programmes from Development Finance Institutions (DFI). Lastly, NetZeroCities is analysing finance policy needs towards climate neutral cities to provide recommendations for improving the capital ecosystems and market conditions. This will be implemented by capturing finance policy learnings, assessing the identified finance policy areas and identifying opportunities and solutions for improvement.

3.6 Policies and Regulations

NetZeroCities will present policy recommendations at the European level to improve the legal and regulatory context of (Mission) cities' ambitions to reach climate neutrality. The content is being collected through feedback with Mission Cities engaging with the CCC process and policy solutions will be actively discussed in different panels (Stakeholder Consultation Panel & Finance and Implementation Panel) once per year (2023-2025). In subsequent policy labs pragmatic solutions regarding certain policies shall be developed to improve the European policy landscape and support cities to achieve climate neutrality.

The next phase of NetZeroCities SGA01 and SGA02 (2024-2026) will build upon the policy landscape and focus on enhancing and strengthening critical multi-level governance activities. It will ensure continuous collaboration and links with complementary projects, initiatives and programmes at local, regional, national, and European levels and establish lasting partnerships with institutions, organisations and networks.

The Cities Mission ecosystem will be mapped (multi-level partnerships, initiatives and projects, etc.). A common draft framework for a mission-driven approach will be the result. A second task directly connects Pilot Cities to relevant external projects through a framework Memorandum of Understanding to ensure the exchange of knowledge and promoting synergies.

NetZeroCities also fosters multi-level policy dialogues and mutual learning via the scoping of local, regional and national context with special focus on barriers and needs for future policy/ regulatory changes. It actively engages key EU policymakers and relevant stakeholders in the Cities Mission. A structured policy dialogue particularly in relation to the CCC is ensured and mutual learning workshops between different ongoing projects will be facilitated on innovative governance instruments, and future recommendations (e.g., on funding & policy needs). Standards for climate-neutral cities shall be set via influencing European standards and inform future standards development in collaboration with CEN/CENELEC, and CEN/TC 465 'Sustainable Cities and Communities in particular.

NetZeroCities will also be designing and delivering EU-level Mission policy, governance and regulatory innovation, to support Mission-driven policy and regulatory experimentation at city, regional and national level, and to support EU policy and regulatory responses.

Possible synergies with the policy stream in NetZeroCities can be created by engaging experts in the multi-level policy dialogue (through Stakeholder Panels and via Policy Labs) who are also connected to CIT-02-01 Cluster projects. Cluster projects may also inform the consultation by opening the collection of content for the panels to feedback from those cities (at least for certain aspects). The 112 Mission Cities are to be considered pilots with a commitment to drive innovation in support of climate neutrality. Thus, in general, in the years to come policy recommendations derived from this process will benefit cities all over Europe.

Further entry points for collaboration, especially with SGA01, are the MOUs (and potential synergies), mutual learning workshops and using the underlying resources (e.g., the database of NetZero Cities partnerships, initiatives and projects).

About Re-Value – Re-Valuing Urban Quality & Climate Neutrality in European Waterfront Cities

The Re-Value partnership consists of nine European waterfront cities and selected European organisations that work to make the urban transition irresistible for everyone. This is done by demonstrating how climate neutrality and urban quality can be aligned, by re-valuing the cities' connection to their waterfronts, strengthening co-benefits and mitigating potential adverse impacts.

Ålesund (Norway), Bruges (Belgium), Burgas (Bulgaria), and Rimini (Italy) demonstrate how integrated urban planning and design can be optimally deployed to achieve climate neutrality and significantly reduce GHG emissions by 2030. In addition, Cascais (Portugal), Constanța (Romania), İzmir (Türkiye), Písek (Czechia), and Rijeka (Croatia) learn, replicate and develop their own participatory story-building, data-driven scenarios, and financial and partnership models on integrated urban planning and design to accelerate their journeys to climate neutrality.

The partnership is coordinated by the Norwegian University of Science and Technology (NTNU) and is funded by the European Union's Research and Innovation funding programme Horizon Europe under grant agreement 101096943.

Learn more about the partnership and the outcomes on re-value-cities.eu.

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