Co-funded by the European Union

Award Agreement

BETWEEN:

EIT Climate-KIC HBV

Having its registered seat at Plantage Middenlaan 45, 1018DC Amsterdam, The Netherlands

Registration number: 63299658

VAT number: NL855175588B01

Represented by: Kirsten Dunlop

(Hereinafter referred to as: "**EIT Climate-KIC**")

AND:

DIJON METROPOLE having its registered seat at 40 avenue du Drapeau 21000 DIJON – FRANCE, represented by François Rebsamen – President of Dijon Metropole and mayor of the city of Dijon,

(Hereinafter referred to as "**Lead Beneficiary**" and acting as the central point of contact on behalf of the other beneficiaries.

The beneficiaries hereinafter referred to as the "Beneficiaries" include the Lead Beneficiary and three other beneficiaries receiving financial support, as identified in Annex 1.

EIT Climate-KIC and the Lead Beneficiary are hereinafter referred to as the "Parties" or individually as the "Party".

WHEREAS

(1) EIT Climate-KIC has entered into a grant agreement (**hereinafter the "Grant Agreement")** with the European Climate, Infrastructure and Environment Executive Agency (CINEA) (**'the Agency'**), under the powers delegated by the European Commission (**'the Commission'**) regarding Horizon 2020 Framework Programme for Research and Innovation (2014-2020),

for the funding of the action entitled 'Accelerating cities' transition to net zero emissions by 2030' — 'NetZeroCities' **(The Action**')', Grant Agreement no. 101036519.

(2) The Pilot Cities Programme is part of the Action which includes providing financial support to third parties.

(3) This Award Agreement **("Award Agreement")** lays down the contractual arrangements for the provision of financial support from the Grant Agreement to third parties through the Pilot Cities Programme for the implementation of Project [CINEA-H2020-NZC101036519-PCP-Dijon-FASST-2023-2025- FAASST-NZ - Facilitate trAnsition Actions maSSification Towards Net Zero (**'the Project'**) as described in Annex 1.

NOW, THEREFORE, IT IS HEREBY AGREED AS FOLLOWS:

Article 1: Purpose

The purpose of this Award Agreement is to lay down the contractual arrangements between the Parties regarding the financial support provided for the implementation of the Project.

Article 2: Entry into force and duration

2.1 Entry into force

This Award Agreement enters into force on the date the last of the Parties signs (the Execution Date).

2.2 Effective date

The effective date is the commencement date of the Project as indicated in Annex 1.

2.3 Term

The term of this Award Agreement shall be from the Effective date and until the full completion of the Project or the expiration of the Project end date as indicated in Annex 1, whichever occurs first.

Article 3: The Award, Payment Terms and Book-keeping

3.1 The Award

EIT Climate-KIC will award the Lead Beneficiary a maximum amount of 500 000 EUR for execution of the Project.

3.2 Payment Terms

The Award shall be provided in instalments and shall be provisional on the signature of this Award Agreement as well as on fulfilling the reporting requirements and the eligibility of costs as laid out in Annex 2 and Annex 3 respectively.

Payment release shall be effectuated within thirty (30) calendar days from Award Agreement signature for the pre-financing and from report documentation approval for the remainder of payments.

The Lead Beneficiary shall acknowledge receipt of payments.

The Lead Beneficiary shall set up a process for cascading funding to the other Beneficiaries.

3.3 Payment schedule

a) Upon signature of the Award Agreement, 35% of the total award amount as pre-financing. Payment shall be made within 30 calendar days from the entry into force of the award agreement.
b) Upon receipt and approval by the EIT Climate-KIC of first periodic or interim report, up to 35% of the total award amount.
c) Upon receipt and approval by the EIT Climate-KIC of the final report, a final balance payment.

3.4 Payment suspension

EIT Climate-KIC may at any moment suspend the payment of the Award if:

a) The Lead Beneficiary does not comply with the provisions of the Award Agreement.

b) the technical or financial reports have not been submitted or are not complete or additional information is needed (see also Annex 2), or

c) there is doubt about the eligibility of the costs declared in the financial statements and additional checks, reviews, audits, or investigations are necessary (see also Annex 3).

EIT Climate-KIC will notify the Lead Beneficiary in writing (either by a registered letter or electronically) of the suspension and the reasons why.

The suspension will take effect the day notification is sent by EIT Climate-KIC.

If the conditions for suspending the payment deadline are no longer met, the suspension will be lifted, and the remaining period will resume.

3.4 Payment recovery

EIT Climate-KIC, in coordination with the Agency, reserves the right to claim back the Award in its totality or partially if the Lead Beneficiary does not respect the reporting requirements set out in Annex 2 or the eligibility of costs defined in Annex 3.

3.5 Book-keeping

The Lead Beneficiary shall ensure that the funding provided pursuant to this Award Agreement is properly administered; that the funding is used solely for the purposes set out herein; and those activities funded under the Project are recorded fully and accurately.

The Lead Beneficiary must — for a period of five (5) years after the payment of the balance — keep records and other supporting documentation in order to prove the proper implementation of the Project and the costs they declare as eligible.

The Lead Beneficiary must make the documentation in relation to this Article 3 available upon request or in the context of checks, reviews, audits, or investigations (see Article 4).

The Lead Beneficiary must keep the original documents. Digital and digitalised documents are considered originals if they are authorised by the applicable national law.

Article 4: Checks, reviews, audits, evaluations

4.1 Checks

EIT Climate-KIC will — during the implementation of the Project or afterwards — check the proper implementation of the Project and compliance with the obligations under the Award Agreement, including assessing deliverables and reports.

For this purpose, EIT Climate-KIC may be assisted by external persons or bodies.

Pertaining to the above, information provided by the Lead Beneficiary must be accurate, precise and complete and in the format requested.

4.2 Reviews and audits

Reviews and audits may be started up to two years after the payment of the final balance.

If carried out during the implementation of the Project, a review may also recommend reorientations to the Project.

Should the European Union, including as represented by the Agency, the Commission, the European Court of Auditors or the European Anti-Fraud Office, decide to carry out a check, review, audit or investigation on the Action and pertaining to the Project, the Lead Beneficiary shall make available all required information, records and other supporting documents relating to the implementation of this Award Agreement. EIT Climate-KIC shall formally notify the Lead Beneficiary of such reviews or audits by writing at least thirty (30) days prior to the expected review.

In case reviews and audits carried out in line with this Article 4 show ineligible costs, substantial errors, irregularities or fraud or serious breach of obligations, this may lead to suspension, termination, cost rejection, award reduction and recovery. In some cases, findings may result in the acceptance of additional costs (if the Lead Beneficiary declared them).

4.3 Evaluations

The Agency or the Commission may – directly or indirectly – carry out interim and final evaluations of the impact of the Action measured against the objective of the Horizon 2020 Framework Programme for Research and Innovation (2014-2020).

In the instance of such evaluations EIT Climate-KIC may request from and the Lead Beneficiary must provide as far as possible information relevant to the evaluation as pertaining to the Project.

Evaluations may be started during implementation of the Action and up to five (5) years after the payment of the balance.

Article 5: Ownership of Results

5.1 Rights of Parties

Results are owned by the beneficiary that generates them. Results are owned jointly by two or more beneficiaries if they have jointly generated them; and it is not possible to establish the respective contribution of each party, or separate them for the purpose of applying for, obtaining, or maintaining their protection.

The joint owners may agree in writing to apply another regime than joint ownership.

EIT Climate-KIC will not claim ownership of the results produced under the action.

'Results' means any (tangible or intangible) output of the Project such as data, knowledge, or information — whatever its form or nature, whether it can be protected or not — that is generated by the execution of the Project, as well as any rights attached to it, including intellectual property rights.

5.2 Rights of third parties

Beneficiaries shall ensure that they respect their obligations under this Award Agreement when making arrangements with any third parties that could claim rights to the results. Such arrangements shall be concluded separately and in writing between the concerned Beneficiary and the third party.

If making such arrangements is impossible, the concerned Beneficiary must refrain from using the third party to generate the results.

Article 6: Conflict of interest

The Lead Beneficiary must take all measures to prevent any situation where the impartial and objective implementation of the Project is compromised for reasons involving economic interest, political or national affinity, family or emotional ties or any other shared interest ('conflict of interests').

It must formally and without delay notify the EIT Climate-KIC of any situation constituting or likely to lead to a conflict of interests and immediately take all the necessary steps to rectify this situation.

EIT Climate-KIC may verify that the measures taken are appropriate and may require additional measures to be taken by a specified deadline.

If the Lead Beneficiary breaches any of its obligations under this Article, the award may be reduced and the Award Agreement may be terminated. Such breaches may also lead to any of the other measures described in Article 4.

Article 7: Confidentiality

During implementation of the Project and for four (4) years after the Project end date, the Parties must keep confidential any data, documents, or other material (in any form) related to the Award Agreement that is identified as confidential at the time it is disclosed ('confidential information').

If information has been identified as confidential only orally, it will be considered to be confidential only if this is confirmed in writing within 15 days of the oral disclosure.

Unless otherwise agreed between the Parties, they may use confidential information only to implement the Award Agreement.

The Lead Beneficiary may disclose confidential information to their personnel, or third parties involved in the Project only if they:

a) need to know to implement the Award Agreement and

b) are bound by an obligation of confidentiality.

The confidentiality obligations no longer apply if:

a) the disclosing Party agrees to release the other Party;

b) the information was already known by the recipient or is given to him without obligation of confidentiality by a third party that was not bound by any obligation of confidentiality;

c) the recipient proves that the information was developed without the use of confidential information;

d) the information becomes generally and publicly available, without breaching any confidentiality obligation, or

e) the disclosure of the information is required by EU or national law.

If the Lead Beneficiary breaches any of its obligations under this Article, the award may be reduced. Such breaches may also lead to any of the other measures described in Article 4.

Article 8: Promoting the Project – visibility of EU Funding

8.1 Communication activities by the Lead Beneficiary

The Lead Beneficiary must promote the Project and its results by providing targeted information to multiple audiences (including the media and the public) in a strategic and effective manner.

This does not change the confidentiality obligations (see Article 7) which still apply.

Before engaging in a communication activity expected to have a major media impact (TV or radio broadcasting, press, Internet communication channels), the Lead Beneficiary must inform EIT Climate-KIC.

The Lead Beneficiary shall ensure that Project promotion always:

a) uses Net Zero Cities logo in accordance with instructions and guidelines of EIT Climate-KIC provided to the Lead Beneficiary from time to time and

b) includes a suitable acknowledgement of the support of EU funding in the form specified by EIT Climate-KIC from time to time.

If the right of use is subject to rights of a third party (including personnel of the Lead Beneficiary), the Lead Beneficiary must ensure that it complies with its obligations under this Award Agreement (in particular, by obtaining the necessary approval from the third parties concerned).

Any communication activity related to the Project must indicate that it reflects only the author's view and that EIT Climate-KIC and the Agency are not responsible for any use that may be made of the information it contains.

8.2 Communication activities by EIT Climate-KIC

The EIT Climate-KIC and the Agency may use, after prior written acceptance from the Lead Beneficiary, for its communication and publicising activities, information relating to the Project, documents notably summaries for publication and public deliverables as well as any other material, such as pictures or audio-visual material received from the Lead Beneficiary (including in electronic form).

Article 9: Processing of Personal Data

Parties must process personal data under the Award Agreement in compliance with applicable EU and national law on data protection (including authorisations or notification requirements).

Parties may grant their personnel access only to data that is strictly necessary for implementing, managing, and monitoring the Award Agreement.

Article 10: Liability for damages

10.1 Liability of the EIT Climate-KIC and the Agency

EIT Climate-KIC and the Agency cannot be held liable for any damage caused to the Lead Beneficiary or to third parties as a consequence of implementing the Award Agreement, including for gross negligence.

EIT Climate-KIC and the Agency cannot be held liable for any damage caused by any of the Lead Beneficiary or third parties involved in the Project, as a consequence of implementing the Award Agreement.

10.2 Liability of the Lead Beneficiary

Except in case of force majeure as outlined in Article 12, the Lead Beneficiary must compensate EIT Climate-KIC for any damage it sustains as a result of the implementation of the Project or due to failure to comply with the Award Agreement. The full liability of the Lead Beneficiary is notwithstanding the eventual liability regime the Lead Beneficiary and the Beneficiaries may establish between themselves by means of separate agreement.

10.3 Damage caused to third parties

Each Party shall be solely liable for any loss, damage, or injury to third parties resulting from the performance of the said Party's obligations by it or on its behalf under this Award Agreement.

Article 11: Termination

11.1 Termination for cause

Without prejudice to the foregoing terms and conditions, the present Award Agreement may be terminated by EIT Climate-KIC, by notice in writing, in the event of:

- a breach of the terms of this Award Agreement by the Lead Beneficiary;
- failure of the Lead Beneficiary to account for any or all of the awarded funding;
- failure of the Lead Beneficiary to meet its reporting obligations;
- failure to report or unreasonable delay in reporting material risk events;
- where, on the basis of reporting or evaluation, and after consultation with the Lead Beneficiary, Climate-KIC determines that the Project does not or cannot substantially meet its stated results;
- where any offer, payment, consideration or benefit of any kind, which constitutes or could be construed as an illegal or corrupt practice, is made either directly or indirectly as an inducement or reward for the award or execution of the present Award Agreement and Project funded pursuant to same;
- where there has been a misappropriation of awarded funds;
- or, in the case of prior written mutual agreement to terminate between the parties.

This Award Agreement may be terminated if the Grant Agreement between the EIT Climate-KIC and the Agency regarding the Action is terminated.

11.2 Obligations upon and after termination

The Lead Beneficiary accepts that any funding provided to it by EIT Climate-KIC pursuant to this Award Agreement, and which has not been expended in accordance with the Award terms prior to termination, will be returned to EIT Climate-KIC. The Lead Beneficiary agrees to refund to EIT Climate-KIC within 3 months of termination of this Award Agreement any part of the received award funding which has not been spent.

In the event of termination where there has been illegal or corrupt practice or misappropriation of funds the Lead Beneficiary will, at the written request of EIT Climate-KIC, repay the whole or a specified part of the Award. Such repayment will be made within the period established by EIT Climate-KIC in its written repayment request.

In cases of intended termination of this Award Agreement, the Lead Beneficiary will be given an opportunity to respond to EIT Climate-KIC's concerns before formal termination.

Termination shall not affect any rights or obligations of the Parties incurred prior to the date of termination, unless otherwise stipulated herein or agreed between the Parties. This includes the

obligation to provide all input, deliverables, and documents for the period that the Award Agreement was still in force and effect.

Article 12. Force Majeure

'Force majeure' means any situation or event that:

a) prevents either Party from fulfilling their obligations under the Agreement,
b) was unforeseeable, exceptional situation and beyond the Parties' control,
c) was not due to error or negligence on their part (or on the part of third parties involved in the Project), and
d) proves to be inevitable in spite of exercising all due diligence.

No Party shall be considered to be in breach of this Award Agreement if it is prevented from fulfilling its obligations under this Award Agreement by Force Majeure.

Each Party will notify the other Party of any Force Majeure without undue delay.

The Parties must immediately take all the necessary steps to limit any damage due to force majeure and do their best to resume implementation of the Project as soon as possible.

The following cannot be invoked as force majeure:

a) any default of a service, defect in equipment or material or delays in making them available, unless they stem directly from a relevant case of force majeure,
b) labour disputes or strikes, or
c) financial difficulties.

If the consequences of Force Majeure are not overcome within 12 weeks after such notification, either Party shall have the right to terminate this Award Agreement upon notification.

Article 13: Miscellaneous

13.1 Inconsistencies and severability

Should any provision of this Award Agreement become invalid, illegal, or unenforceable, it shall not affect the validity of the remaining provisions of this Award Agreement. In such a case, the Parties shall be entitled to request that a valid and practicable provision be negotiated which fulfils the purpose of the original provision.

13.2 No representation, partnership, or agency

No Party shall be entitled to act or to make legally binding declarations on behalf of the other Party. Nothing in this Award Agreement shall be deemed to constitute a joint venture, agency, partnership, interest grouping or any other kind of formal business grouping or entity between the Parties.

13.3 Notices and other communication

Any notice to be given under this Award Agreement shall be in writing to the Lead Beneficiary.

Formal notices:

If it is required in this Award Agreement that a formal notice, consent, or approval shall be given, such notice shall be signed by an Authorised Representative of a Party and shall either be served personally or sent by mail with recorded delivery.

Other communication:

Other communication between the Parties may also be affected by other means such as e-mail.

Any change of persons or contact details shall be notified immediately by the respective Party to the other Party.

13.4 Language

This Award Agreement is drawn up in English, which language shall govern all documents, notices, meetings, arbitral proceedings and processes relative thereto.

13.5 Assignment

No rights or obligations of the Parties arising from this Award Agreement may be assigned or transferred, in whole or in part, to any third party without the other Parties' prior formal approval.

13.6 Amendments

The Award Agreement may be amended, unless the amendment entails changes which would call into question the decision awarding the financial support or breach the principle of equal treatment of applicants.

Amendments shall be made in writing and signed by Authorized Representatives of both Parties.

Modifications to Project activities and deliverables listed in Annex 1 shall not require formal Amendment. The Parties can agree on such modifications in writing.

13.7 Mandatory national law

Nothing in this Award Agreement shall be deemed to require a Party to breach any mandatory statutory law under which the Party is operating.

13.8 Applicable law

The Agreement is governed by the applicable EU law, supplemented, if necessary, by the law of the Kingdom of Belgium.

13.9 Settlement of disputes

The Parties shall endeavour to settle their disputes amicably.

All disputes arising out of or in connection with this Award Agreement, which cannot be solved amicably, shall be finally settled before the courts of Brussels.

Nothing in this Award Agreement shall limit the Parties' right to seek injunctive relief in any applicable competent court.

Signatures

AS WITNESS:

The Parties have caused this Award Agreement to be duly signed by the undersigned Authorised Representatives in separate signature pages the day and year first above written.

The signature of a Party by means of an electronic signature (e.g. via AdobeSign), counts as an original signature with the same validity, enforceability and permissibility. Each Party receives a fully signed copy of the Award Agreement. The transfer of this copy by e-mail or via an electronic signature system will have the same legal force and legal effect as the transfer of the original copy of the Award Agreement.

EIT Climate-KIC HBV

Signature: Kirsten Dunlop

Name: Kirsten Dunlop

Title: Chief Executive Officer.

Date: 26/6/2023 | 15:31 CEST

Dijon Metropole

Signature: François Rebsamen

Name(s): François Rebsamen

Title(s): President of Dijon Metropole and mayor of the city of Dijon,

Date: 3/7/2023 | 14:35 CEST

Annex 1

Project and Budget Description

Title	FAASST-NZ : Facilitate trAnsition Actions maSSification Towards Net Zero
Lead Organisation	Dijon Metropole
City/ies	Dijon
Country/ies	France
Tagged emissions domains	All vehicles and transport (mobile energy), Consumption of electricity generated for buildings, facilities, & infrastructure, Consumption of non-electricity energy for thermal uses in buildings & facilities
Tagged levers	Democracy and participation, Financing and funding, Governance and policy, Learning and capabilities, Social innovation
Grant allocation request	500000
Effective start date*	01/06/2023
End date*	31/05/2025

**Grant cost eligibility period*

Consortium Partners		
Consortium Partner	Role	Country
Dijon Metropole	Project Lead	France
EDF	Partner	France
Europtimum Conseil	Partner	France
EIFER	Partner	France

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

Proposal Narrative
Pilot summary description
(See Figure 1 in Annex Figures) Led by Dijon Métropole (DM), selected by the European Commission as one of the *100 Climate-neutral and Smart Cities by 2030*, the present project aims at tackling barriers to massification of transition projects, and at designing and developing a pathway to transform the territory's capacity to reach its climate-neutrality objectives. Based on a strong political commitment (Pact of Mayors, 2008), DM has been hosting for many years ambitious and innovative decarbonisation projects (e.g. lighthouse city of the ongoing H2020 RESPONSE project), enabling to test solutions and technologies contributing to climate-neutrality. However, DM remains aware of the systemic transformations to be carried out to achieve climate-neutrality. While preparing its Climate City Contract (CCC), DM is committed to build an ambitious systemic approach aiming at unlocking the massification of complex transition projects. This approach is based on the diagnosis that massification is hindered by: • Lack of project planification & coordination: no comprehensive view on the pipeline and impacts of the territory's projects; • Lack of synergies between projects within an emission domain; • Lack of cross-sectoral approach between emission domains (e.g. synergies between building refurbishing and PV deployment on rooftops); • Mismatch between available skills/expertise and stakeholders' needs; • Project developers lack of investment capacity and financial expertise, unable to absorb overcosts linked to energy transition projects. The present project aims to implement a multi-lever and coordinated approach (organizational, financial, governance-wise) targeting systemic barriers related to 3 key emission domains: urban mobility, residential and tertiary buildings accounting for 76% of DM's CO2 emissions. The project consists in designing and creating (spin-out model) an innovative Multi-stakeholder Operator for Massification (WP1) with clear political mandate and collaborative governance, acting as the operational arm (own technical and financial capabilities) to orchestrate DM's CCC implementation. This Massification Operator will identify, support, catalyse, prioritize, and finance transition projects needed to reach climate-neutrality by integrating under a unique umbrella various capabilities/roles essential to unlock massification: One-Stop-Shop (WP2), Territorial Operational Planner (WP3), Synergy and Mutualization Identifier (WP4) and Financing Support Provider (WP5).
Multi-city application?
N/A
City departments involved
DM's President Cabinet: DM's President expected to become the future head of the Massification Operator (main output of the project) **Directorate General Climate Transition:** Climate Chief Operating Officer

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Energy Department: Department in charge of energy consumption of city building and in charge of urban heating network.

Urban Ecology Department: Department in charge or Climate City Contract

Development Committee Department: Department in charge of citizens commitment

International Relations Department: Department in charge of links with European networks, twin cities, peer to peer learning.

Digital Department: Department in charge of data, technical aspects of KPIs, open data and data privacy

Housing Department: Department in charge of the public and private housing policy

Legal department: Department in charge of all legal aspects

Communication Department: Department in charge of the Communication

Mobility Department: Department in charge of mobility issues

Economic Development Department: Department in charge of open innovation & living lab approaches

Financial Department: Department in charge of Dijon Métropole Budget

Public Purchase Department: Department in charge of Dijon Métropole Purchase

Stakeholders (/to be) engaged

1st Circle (consortium): Dijon Métropole, project coordinator, leading WP0, 1, 2, 5 and 6, supported by 3 beneficiaries providing technical, organizational and financing complementary expertise: EDF, leading WP4; EIFER, leading WP3, and Europtimum Conseil, leading WP7.

2nd Circle (key local stakeholders): The project's success will rely on the involvement and mobilization of key local stakeholders to co-design and develop the Massification Operator: energy and mobility operators (e.g., GRDF, ENEDIS, DALKIA, etc.), financing institutions (Caisse des Dépôts, EIB, etc.), academic partners (University of Burgundy, ESTP), economic stakeholders (Chamber of Commerce and Industry, Chamber of Trades and Crafts, SME Confederation, VITAGORA – cluster Agrifood -, U2P - Union of Local Businesses, etc.), public agencies (ADEME, ATMO, etc.), landlords, etc. The consortium will reach out to them collectively and bilaterally, to collect data, interests and feedbacks, and to discuss concrete collaborations.

3rd Circle (civil society): The project will continuously consult all stakeholders (SMEs, NGOs, etc.) and citizens in a coordinated and collaborative approach, to foster their engagement and inclusive participation and to create a shared climate-neutral narrative at territory level.

EU National / regional policy alignment

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Pilot activities will improve the resilience of the territory and promote transition projects, hence they align perfectly with **the EGD ambition and most specifically with the fit for 55 objectives**.

Building on the RESPONSE project, *Dijon Métropole*'s pilot activities will also contribute to the newly set 45% share of renewables in the EU's final energy consumption by 2030, which has been approved by the European Parliament, as well as the REPowerEU action plan presented by the European Commission. This objective was transposed in the ERDF programme of the *Bourgogne-Franche-Comté* region which supports investments in renewable energy production. The new Massification Operator will directly contribute to this objective as it will enable to speed up the massification of transition projects reducing GHG emissions and increasing renewable energy production.

The present project intends to address **the 2 main areas of GHG emissions in European cities: mobility and buildings**. In intensifying the pace and expanding the scale of building renovation and decarbonisation of mobility, DM will be on the path to achieve European and national objectives, defined in the European Renovation Wave Strategy and in the French *Loi Energie-climat*. By triggering the massification of building renovation, the project is also aligned with the Energy Performance of Buildings Directive which plans to increase the on-site energy production buildings. Pilot activities will also be in adequation with the New European Bauhaus by promoting low-emission manufacturing projects, an efficient and responsible use of resources.

This project is consistent with the objectives of the European Climate Pact as it will allow citizens to express their needs and suggestions to contribute to the design of the Operator to be created via the collaborative governance tool "***Stakeholders Engagement Platform***" (developed by the RESPONSE project). This innovative model of governance will allow for citizen inclusive participation to accelerate the achievement of carbon neutrality cities in accordance with Horizon Europe climate-neutral cities Mission objectives.

In addition, the Massification Operator will provide DM with tools to transpose national and European strategies and objectives into concrete local policies and actions in order to adapt easily and rapidly to the regulatory framework.

Transferability

Massification of projects contributing to climate-neutrality (decarbonised mobility, RES production, etc.), including complex and multi-energy ones (e.g. development of positive energy blocks), are essential for cities to reach their climate objectives. Nowadays, most EU cities have formalized their commitment to reduce GHG emissions. **The Massification Operator that will be designed collaboratively with local stakeholders could clearly serve as a model for European cities facing similar challenges.**

The Operator and its functionalities will be tailored to address DM's specific needs and expectations and will be suited to its characteristics. However, the project's approach is "city-neutral" as it aims at designing a set of non-technological tools and levers related to transition planning, financing, governance, etc. **Therefore, the lessons learnt related to the Operator's collaborative design process, but also to its implementation and daily operation could be used by other EU cities to design their own Operator** with adapted features (scope of functionalities, legal status, etc.) to meet the specific needs of their priority transition domains. Cities could pick the most relevant aspects of DM's systemic initiative and transfer them to their local context. Replicability and transferability potential is huge as cities of 100 to 500,000 inhabitants like Dijon represent the majority of EU cities.

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Transferability of pilot activities will be accelerated as they provide concrete answers and tools enabling to trigger quick results in terms of CO2 emissions and energy consumption reduction. In a current context of high and volatile energy prices, transferability will thus be eased by the growing commitment of civil society to engage in collaborative approaches to deal with climate and energy concerns.

The consortium foresees to rely on 7 channels to boost transferability:

- NZCP's City Learning Programme (assessing replication with 2-3 EU cities);
- NZCP's P2P Social Network and Collaboration Space
- RESPONSE's group of fellow cities (Brussels, Zaragosa, Botosani, Ptolemaida, Gabrovo and Severodonetsk);
- DM's participation in initiatives such as EnergyCities, ScalableCities;
- The Mirror Group implemented at Ministry level with other French Cities participating in the EU Mission for 100 climate-neutral cities;
- The Covenant of Mayors' Network.
- Dijon' network of 6 EU twin cities. (Mainz, Reggio Emilia, Guimaraes, Prague, Pecs and Cluj-Napoca).

Current/past pilot-complementary activities

The **Multi-stakeholder collaborative governance Operator for massification** will integrate several functionalities to be developed, building on learnings and outcomes of current and past activities.

- **One-Stop-Shop (WP2)**: a physical one-stop shop (local agency with 6 permanent employees) has been implemented since early 2022 by *Dijon Métropole* in the framework of "*Dijon Bourgogne Invest*". **This agency** provides a range of services (e.g. advice, support in legal/tax/financial matters, etc.) to help companies set up/start/develop their activities in the DM area.

Besides, DM set up in 2016 another One-Stop-Shop called RénovEco to provide financial and technical guidance to households regarding thermal renovation. The present NZCP project's objective is to build on these initiatives and to develop a one-stop shop to provide guidance and recommendations at technical, financial and regulatory levels, acting as an engineering consultancy. In particular, this one stop shop will help to collect expressions of interest, to understand local challenges and need, and to detect potential territorial synergies.

- **Operational Planner and Observer (WP3)**: Strategic Territorial **planning** has been so far exclusively addressed by DM, as one its main competences, and applied in the fields of housing, mobility, energy transition, etc. One of the main examples of this competence is the current definition of DM's Climate City Contract (CCC). As part of the H2020 EU City Calc project launched in 2021 (European City Calculator: Prospective modelling tool supporting public authorities in reaching climate neutrality | EUCITYCALC Project | Fact Sheet | H2020 | CORDIS | European Commission (europa.eu), a decision support tool is being developed and will be available in March 2023 for decision makers to build the transition trajectory. Besides, DM also developed in the framework of the H2020 RESPONSE project a Digital Dashboard to ease transition projects collection and monitoring of decarbonisation actions' impact. In the present NZCP project, the partners will use and update these tools to identify opportunities

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and projects so as to develop portfolios of coordinated actions, and to define monitoring methodology for the projects supported by the Operator (to assess their contribution to DM climate-neutrality trajectory).

- **Mutualization and Synergy Capabilities (WP4)**: DM has the experience to carry out common purchases in order to decrease the cost of specific projects. In 2012, Dijon (Mobility Department) associated with the town of Brest (more than 800 km away), launched a common purchase to buy 52 tramway trains. This city alliance for common purchases was a first in France and allowed DM to save 20 M€. In 2021, DM (Mobility Department) joined forces with the cities of Le Mans and Angers to launch a joint order for 29 hydrogen-powered garbage collection vehicles. DM also developed a central purchasing Unit allowing participatory cities to join forces (Energy purchase contracts -gas and electricity- have been set up this way). In the present NZCP project, the objective will be to design (organization, procedures, tools) a Common Purchase Platform that will be implemented within the Massification Operator. This Platform will be able to mutualize purchases (to trigger economic savings) to support and catalyse the development of complex multi-energy projects and ambitious mobility projects.
- **Financing/funding capabilities (WP5)**: DM has a strong expertise to seek funding to enable the launch of major regional projects such as the RESPONSE project (European subsidies), the ON DIJON project (public funding) or the setting up of the “International Gastronomy and Wine Centre” (private and public funding), for which DM was able to create favourable conditions to enable investments from the territory's partners. In the present NZCP project, a comparable approach will be developed at scale by setting up a permanent multi-competence Team with financial expertise able to support project implementation via different financing and funding options (loans with the EIB, equity investment, crowdfunding, green financing, etc.).

The lessons learnt and insights from these past and ongoing distinct activities show the relevance of these tools/functionalities (positive qualitative and quantitative results). However, in the framework of a systemic approach for climate-neutrality, **the present NZCP project will enable to upscale these tools and massify their use, so that they can become facilitators of a coordinated path towards carbon-neutrality.**

Nota Bene: Later on, and once created, the Operator will rely on the learnings and return on experience of the RESPONSE project. In particular, it will rely on the REPONSE portfolio of technological solutions, as its ongoing implementation is a major source of inspiration to develop territorial coordinated projects, having tested multiple innovative solutions that could be massified through the Operator.

MANDATE TO ACT

Formalised net zero carbon emissions ambition

(See Figure 2 and City’s commitment to net-zero in Annex)

Dijon Métropole (DM) has been committed for many years to decarbonisation. DM signed the Covenant of Mayors in 2009 and set the goal of reducing GHG emissions by 20% by 2020. In 2011, DM committed to the national *Factor 4* trajectory (2005 POPE law-*Programme Orientation Politique Energétique*) which targets to divide emissions by 4 by 2050.
Building on these commitments, DM launched ambitious decarbonisation actions enabling to reduce GHG emissions by 19% from 1049 kteCO2/y in 2010 to 850 kteCO2/y in 2018. Energy consumption decreased by 11% from 5539 GWh to 4951 GWh, while RES production increased fourfold from 78 GWh to 328 GWh with an increase from 1.5% to 6% of renewable energy (RES) in DM’s energy mix.
In 2018, DM signed the new Covenant of Mayors and committed to reduce emissions by 40% by 2030.

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In 2019, DM adopted new climate and energy objectives to reach carbon neutrality by 2050: reducing emissions by 95%, improving energy efficiency by 59%, increasing RES share by 69%, and preserving carbon sinks that store 31 kteCO2 (Decision n°6 on 09/26/2019).

Since 2019, DM is involved in national and EU initiatives to support carbon neutrality. DM engagement in several H2020 projects such as REPONSE is a clear sign of its commitment with ambitious actions, e.g:

- RES: Creation of the 4th largest urban heating network in France based on solar energy and methanization plant.
- Mobility: Fast development of H2 to decarbonise mobility (DM's bus and garbage truck fleet switch to H2 by 2030) and creation of a LEZ.
- Buildings: renovation by 2030 of 100% of energy-intensive social housing.
- Multi-energy projects: deployment of 2 Positive energy blocks (75% emissions reduction) and replications studies across DM's territory.

In 2022, DM President decided to create a specific **Directorate General for Climate Transition**, working in a transversal manner to strengthen DM's ability to drive and support transition towards climate-neutrality.

DM also successfully applied to the EU Mission "100 Climate-neutral and Smart Cities by 2030" and has been engaged, together with local stakeholders, in the co-construction of its Energy and Climate Plan and of its Climate City Contract (to be finalized in 2023). This **will formalize DM's stepped-up ambition and commitment to reach climate-neutrality by 2030.** The present project aims at providing DM and its territory with operational tools needed to achieve that ambition.

Overarching vision for carbon neutrality

DM has been progressively developing an overarching vision and ambition for carbon-neutrality, with key milestones such as the signature of the Covenant of Mayors in 2009 and its selection as one of the 100 European climate-neutral cities in 2022. This vision will be formalized in 2023 with the adoption at DM level of a new Climate Energy Plan (CEP) and of a Climate City Contract (CCC) that will detail DM's trajectory to climate-neutrality by 2030. These documents, and in particular the CCC, will include quantified goals and targets and a Roadmap to reach them in a collaborative and coordinated way, and will identify the tools/levels/enablers of change to be mobilized to ease climate-neutrality achievement.

The present project's pilot activities are therefore perfectly aligned and connected to that vision, as these activities aim at:

- Designing a third-party massification Operator with and for the territory connecting the political vision with the industrial and territorial reality of projects' identification, design, deployment and monitoring.
- Designing an Operator that will directly report to DM's Territorial Climate Committee (in charge of CCC and CEP supervision) and that will be accountable for the operational implementation of climate-neutrality transition.
- Establishing an Operator chaired by DM's President and led on a daily basis by DM's DGCT Director, ensuring full alignment with DM's overarching vision.
- Defining, in parallel of the ongoing definition of strategic objectives (CCC), the set of tools and functionalities that will enable DM to properly accompany and monitor the operational implementation of this political ambition, i.e. work on levers and enablers of change (governance, planning, financing, etc.), to transform barriers into drivers.

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- Directly targeting the 3 emission domains (mobility, residential and tertiary buildings) considered as priorities by DM in its existing decarbonisation strategies and plans, to make sure that this Operator's capabilities, functionalities and expertise are completely connected with the climate-neutrality overarching vision.

The clear political mandate given by DM to the present project and to the design of the multi-stakeholder collaborative Operator for massification shows the direct connection made by DM between its strategic vision and the pilot activities to be implemented.

Political support and endorsement

(See Figure 3 in Annex)

The project's ambition benefits from the full and unequivocal political support from DM and in particular F. Rebsamen, Mayor of Dijon and President of DM (see letter of support) who puts decarbonisation and energy transition at the forefront of his mandate.

Political support and endorsement is also reflected in the political will to organize DM's internal services and departments around the achievement of these objectives. Since 2008, DM has a Vice-President dedicated to ecological transition, who represents DM in associations and activities at French and EU levels (e.g. EnergyCities). His action is coordinated and interlinked with the main VPs in charge of technical domains (e.g. VPs for sustainable housing, for transport, for air quality) in order to speed up the implementation of decarbonisation policy.

This strong political support led DM to get actively involved in the RESPONSE project focusing on the deployment of Positive Energy Blocks, and then to apply successfully to the EU mission "100 Climate-neutral and Smart Cities by 2030", making Dijon one of the most engaged EU cities in terms of decarbonisation. To accelerate the transition, DM's President decided to strengthen DM's ability to properly guide and support transition towards climate-neutrality by launching the creation, from January 2023, of a specific Directorate General for Climate Transition (DGCT), working in a transversal and cross-functional manner. DGCT will work side by side with all DM services (making climate transition a priority for all departments) and to coordinate a Territorial Climate Committee, a decision-making body chaired by the Mayor and gathering DM top officials, local stakeholders and representatives of groups of citizens.

Political support and endorsement will also be reflected by the constant involvement of top DM officials in the future Operator's governance, as F. Rebsamen will head the Operator, and DM's Vice-President for Ecological Transition will chair its Management Committee.

The project is also widely supported by stakeholders (see Letters of Support) such as:

- National authorities and agencies: French Ministry for Energy Transition, French Agency for Ecological Transition (ADEME).
- Local authorities: Bourgogne-Franche Comté Region.
- Professional organisations: France Urbaine, ESTP, Cap Digital, CDC, CMQ, Keolis, INRAE…
- Dijon's partner cities: Reggio Emilia (IT), Botosani (RO), Cluj Napoca (RO), Guimaraes (PT), Eordea (EL).

Pilot connection to city budgeting and financing

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The present NZC pilot activities are perfectly connected to DM's budgeting and financing.
On the one hand, the creation of the new Climate Transition Directorate General (DGCT, created in summer 2022 and operational by 1st January 2023) to strengthen DM's internal organization regarding climate issues will result in additional resources to support DM's climate strategy definition and implementation. The present NZCP project activities will be directly connected to DGCT missions and therefore directly benefit from its resources. In the short term, DGCT should include a permanent staff of around 5 experts and manage an annual budget around 425 000€ EUR (pending to DM budget vote in January 2023).
This present NZCP project will also benefit from skills, expertise and indirect resources of other DM Departments, in particular for the implementation of technical activities (WP2, WP3, WP4, WP5).
On the other hand, direct resources that will be put at the disposal of the present NZCP project are already secured in DM 2023 budget that will be voted at the beginning of 2023. Indeed, 3 FTE experts will be dedicated to its steering, management and implementation and in particular to ensure its proper articulation with DM budgeting and financing (see details in Section *Capacity and capability*).
In addition, a dedicated envelope (around 30 000 EUR) is being secured on DM's own budget to implement supporting technical studies through contract for services that will be required to support pilot activities to be implemented in particular in WP1, WP2, WP3 and WP5.

Finally, it should be noted that the present NZCP project activities rely on activities to be engaged in advance by DM on its own budget and resources. For instance, a pre-feasibility study will be launched on DMs own budget 50 000€ by the end of 2022 to identify the territory core needs to massify transition projects and the main legal options to consider for establishing the future Massification Operator. The final results of this pre-feasibility study will be available by mid-May 2023 to feed WP1 stream work dedicated to the definition of the specifications and the creation of the Massification Operator (see details in section *Soundness of work plan*). Therefore, the present NZCP project activities articulation with budgeting and financing is well defined, planned and even engaged with some key inputs required for the project implementation being addressed through activities implemented on DM own budget.

Looking ahead, the future Massification Operator will integrate a key financing functionality (see WP5) in order address transition projects developers lack investment capacity and financial expertise. Therefore, the financial and budgetary aspect of the Operator and its articulation with the city budget are the subject of particular attention in the context of the present NZCP project. While the final model to be implement will be defined during NZCP project, the overall model and first orientations to manage the future Operator's financing and budgeting aspects are already identified as well as its connexion with DM multi-annual financial perspective and investment plans (see details in section Complementary city programming). This preliminary model is based on a 3 levels approach:

- 1- Individual transition project/action Business Plan: the Operator will have an overall view on each project/action Business Plan supported that will allow for identifying financial integration opportunities and provide a scalable tool for integrating co-investments with partners or co-financing with the use of loans and partners in the territory.
- 2- Operator investment carbon cost Dashboard: a project management sheet will be associated to each individual transition project supported by the Operator enabling to report carbon cost of building the project and operating it, so as to display the cost € of the transition. The Operator investment carbon cost Dashboard will summarize these individual sheets that will be taken into account to build its overall Business Plan. Therefore, it will enable to build and optimize a multi-annual investment plan directly linked to DM climate targets and facilitate its connexion with DM budgeting and financing plan.

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- 3- DM budgeting and financing plans: DM Pluriannual Investment Plan and Pluriannual Operating Plan inherent will enable to distinguish what falls under the development, construction and operating costs specific to the Ecological Transition, but also identify in a global way the investments or financial aid that the Collectivity makes in the transition projects carried out by the partners of the territory.

Complementary city programming

(See Figure 4 in Annex)

Pilot activities are directly connected with DM's programming activities and its multi-annual workplan.

DM's financial forecast includes projected capital and operating budgets for the next 5 years. It is updated each year when the N+1 budget is prepared. As a decision-making tool, it allows the overall management of investments or financial support that DM provides for projects carried out by local stakeholders.

Pilot activities are implemented in relation to the creation of the new DGCT, providing new human resources (HR) to climate action and developing new project management tools (e.g. financial, KPI monitoring, etc.) transversal to all DM Departments. The pilot activities are also connected to the ongoing preparation of the Climate Energy Plan (CEP) and Climate City Contract. DM committed in 2022 to launching its CEP, the costs of which have been spread over the years 2022, 2023 and 2024 (250 000€). HR have also been allocated to monitor its implementation. HR and support budgets have also been integrated (170 000€), as well as the deployment of collaborative tools and activities needed to achieve an ambitious citizen participation. The outcomes of the present NZC pilot activities will enrich the Action Plan of the CCC and vice-versa. Thus, the 1st projects that the Massification Operator will accompany will be large-scale actions included in the CCC. Moreover, pilot activities will benefit from the existing co-construction dynamics engaged in the framework of the CCC to engage all stakeholders and inhabitants of the territory (e.g. DM spent 1 MEUR over 3 years to support 5 000 households in reducing their consumption).

Pilot activities are also connected and complementary to the resources dedicated to the H2020 RESPONSE Project (focusing on creating 2 positive energy blocks), whose budget is included in DM's financial forecast. In the framework of the "City of Tomorrow" demonstrator, solutions will be deployed by Q3 2023 followed by a 2-year monitoring phase. The RESPONSE project also includes replication studies, business model and monitoring, whose preparatory work is already engaged. These activities will be able to feed the design and creation of the Massification Operator (WP1).

Pilot activities are also very much complementary with DM's current data collection and analysis work. Several existing tools will be used like DM's Climate Energy Dashboard (1st version operational since S1 2022) developed by EIFER in the RESPONSE project whereas budget for follow up development is included in DM's 2023 budget and 2024 financial forecast. This Dashboard will be fed by a DataHub collecting all data needed to have a clear picture of consumptions and emissions of the 3 key emissions domains targeted (mobility, residential/tertiary buildings) like electricity/heat/gas consumption, air quality, mobility flows... This DataHub construction, launched in 2022, benefits from regional funding and is part of DM multi-year program for the next 5 years. Finally, within the framework of the EU project EUCITYCALC, DM's HR are included in the financial forecast until 2024. The tool developed will be used as a decision-making tool to help DM's Departments to refine DM's trajectory to reach its objectives. These activities will in particular feed the present NZC project activities related to the definition of the Massification Operator specifications to act as a Territorial Transition Operational Planner & Observer (WP3) and to the design of its Monitoring, Evaluation and Learning Framework (WP6).

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The present NZC pilot activities will also be connected to DM's on-going actions (and related resources) targeting the 3 emission domains of interest, such as (but not limited to):

- Solar deployment. A large plan for the deployment of solar production on DM's assets is underway (until 2025), estimated at 5 GWh, led by a DM Solar Project Manager.
- Thermal renovation: DM's financing programme (including a one-stop-shop, "RenovEco") supporting social landlords and low-income private owners for thermal renovation actions, and DM's plan to renovate educational facilities (75M€ included in the multi-year financial forecast).
- District heating network: currently focusing on the development of alternative solutions based on solar energy and the use of heat pumps.

DM's multi annual budget already integrates investments up to 2030 into related long-term actions (provisional budget allocation):

- Economic innovation for local competitiveness (e.g. NUM.eCare): 30MEUR
- Academic Education and Research (e.g Campus): 15 MEUR
- Regional infraOperators (e.g public landscape and meeting infraOperators): 49MEUR.
- Climate Change adaptation (e.g support to building insulation and rehab, energy projects): 200MEUR.
- Services for inhabitants (e.g urban mobility, assistance to energy consumption reduction): 60,4MEUR
- Experimentation and innovation: (e.g data and energy management): 10MEUR.

Pilot activities: emissions domain(s) in relation to city's carbon neutrality

Nota Bene: DM's objectives (presented below) for CO2 emission reduction and energy consumption reduction are preliminary objectives for 2050 defined in 2019. They are currently being refined in the framework of the preparation of DM's Energy and Climate Plan and DM's Climate City Contract that will set the objective to reach climate neutrality by 2030. These quantified objectives will be formalized in 2023.

As previously mentioned, the project directly targets 3 emission domains considered as the priority transition domains to be addressed to reach climate-neutrality.

Mobility

Sector with the highest CO2 emissions at metropolis level, representing 27% of the overall energy consumption in 2018 (including 38% for freight transport and 62% for passenger transport) and 40% of the overall CO2 emissions. This sector, and more specifically road transport, is a key target of the pilot activities, especially the decarbonisation of the numerous passenger cars and light commercial vehicles (83% of overall transport energy consumption) and of heavy-duty vehicles (15%). Therefore, the innovative pilot activities directly aim at providing solutions (the Massification Operator's "functionalities") enabling to overcome existing barriers to the deployment of decarbonisation of these fleets: need to strengthen the territory's capacity to launch common purchases (see WP4) to reduce cost of fleet retrofit, need for planning tools (see WP3) to unlock massive deployment of electric recharging stations, etc.), need to identify synergies (see WP4) between electromobility projects to avoid overcosts and overlaps, etc.
--> DM aims to reduce by 99% the GHG emissions of the mobility sector by 2050, while reducing by 57% its energy consumption.

As the two other key emission domains (residential/tertiary buildings) present major similarities, they are presented together below:

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Residential and tertiary buildings

- Residential buildings: sector with the 2nd highest CO2 emissions at metropolis level, representing 31% of the overall energy consumption in 2018, and 25% of the overall CO2 emissions. This old residential building block including >138 000 housing (74% of collective housing, i.e., condos, 26% of individual housing, i.e. houses) represents more than 10 million square meters, with high energy consumption levels (average energy consumption level of 230kWh/m2), still relying heavily on gas and domestic fuel for heating (>65%). Social housing represents 20% of DM residential buildings, with 14% of households living below the poverty line, therefore supporting social housing renovation and optimization is a priority for DM (target of 100% by 2030).

--> DM aims to reduce by 99% the GHG emissions of the residential sector by 2050, while reducing by 67% its energy consumption.

- Tertiary buildings: sector with the 3rd highest CO2 emissions at metropolis level, representing 24% of the overall energy consumption in 2018, and 11% of the overall CO2 emissions. This sector represents around 7 million square meters (most of them needing to be renovated in the next years), including buildings managed by DM itself (39% of the overall surface, mostly educational facilities and hospitals) and is characterized by a high consumption of gas (e.g. 40% of the energy consumption for DM buildings).

--> DM aims to reduce by 99% the GHG emissions of the tertiary sector by 2050, while reducing by 42% its energy consumption.

Given the weight of these 2 emission domains, pilot activities will directly focus on overcoming the remaining challenges slowing down their massive decarbonisation, **by providing (through the Massification Operator's "functionalities") the support, expertise and data needed to unlock the design and deployment of complex multi-energy projects**, bringing together fragmented stakeholders willing to engage in integrated and virtuous approach, connecting buildings and stakeholders, optimising local renewable energy production, consumption and storage.

--> By designing and implementing a systemic solution adapted to the needs and constraints of these 3 transition blocks, DM will be able to focus on sectors representing 82% of the energy consumption and 76% of the CO2 emissions.

Current calculation and measurement of CO2 emissions of the 3 emissions domains targeted: the methodology used is issued by the National Taskforce for the Standardization of Territorial Emission Inventories (*PCIT*). This taskforce is managed by the Department of Energy and Climate of the Ministry of Environment (*DGEC)* and is composed mainly by the ATMO network (National network of air quality monitoring agencies), CITEPA (Air Pollution Expert Centre) and INERIS (National Institute of Industrial Environment and Risks). The guidelines provided by this taskforce ensures the proper application of the reference methods form the IPCC in the production of local / territorial data and the consistency of the GHG emissions between regional districts and national scale.

High-level assessment of progress in decarbonisation

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DM has been committed to decarbonisation for many years and has made significant progress in 2/3 emission domains targeted. Nonetheless DM is fully aware of the need to accelerate that transition pace for these transition blocks, as they still account for 76% of DM overall CO2 emissions, so as to reach climate-neutrality.

- **Mobility Sector**: Between 2010 and 2018 mobility energy consumption increased by 5.8% and mobility CO2 emissions by 5.7%, driven by passenger transport (15% increase, due to higher number of travels/person), more than balancing the decrease of CO2 emissions of freight transport (-7%). However, while the increase reached 4.2% between 2010 and 2012, the increase slowed down from 2013 (+ around 0.5%/year) thanks to the creation of tramway lines, the implementation of pedestrian zones and the development of cycle lanes. That's why one of the main focuses of DM is to tackle in priority passenger transport, reduce use of individual cars and foster transition towards electromobility, while decarbonising collective transport, to reach a 99% decrease of CO2 emissions by 2050 (objective being refined for 2030).

- **Residential and Tertiary Buildings**: Between 2010 and 2018 CO2 emissions of the residential sector decreased by 30% (while population increased by 3.7%) while energy consumption decreased by 19.5%. For tertiary buildings, CO2 emissions decreased by 30,5% while energy consumption was reduced by 11.6%. Regarding tertiary buildings managed directly by DM, the CO2 reduction reached 58%. These results were allowed through reduction of gas and fuel consumption for heating, through thermal renovation programmes, through the creation and promotion (incentives to be connected to the network) of a district heating network relying heavily on RES, but also benefited from climate evolutions (less harsh winters). By focusing on the implementation of multi-energy projects (such as positive energy districts), DM aims to reduce by 99% the CO2 emissions of both residential and tertiary buildings by 2050 (objective being refined for 2030)..

Precise monitoring of the progress made will be carried out using notably the Digital Dashboard developed in RESPONSE, that provides all the tools and data needed to support informed decision-making (and realize high-level assessment of the future Massification Operator's efficiency and performance), monitor CO2 decrease trajectories and create narratives needed to create a positive territorial dynamic.

Barriers and challenges to be addressed via pilot activities

Pilot activities target mobility, residential and tertiary buildings as these 3 domains currently account for 82% of DM energy consumption and 76% of CO2 emissions. Various projects with fragmented ambitions were launched at metropolis level without drastically reducing CO2 emissions in these domains. Such projects started to address numerous barriers that the pilot activities aim at tackling:

- Too many technical and in-silo approaches.
- Lack of synergies between existing projects which lead to competition between proposed solutions.
- Limited attractivity of decarbonization-related jobs.
- Lack of available data to assess the situation at the metropolis level to identify high-potential areas and promising opportunities
- Limited and scattered financial solutions to support innovative business models.

Mobility: 2 major decarbonisation paths and challenges

1)Deployment of hydrogen infrastructures for heavy-duty vehicles

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Ongoing projects: DM launched the deployment of its 1st H2 refuelling station (HRS) (foreseen for 2023), first for 8 garbage trucks and around 20 buses (budget of 10M€).

Main Massification challenges: DM's objective is to deploy additional HRS to feed all its garbage trucks (44) and buses (180) fleet by 2030 (budget of around 100M€). To do so, and as the CAPEX needs are exponential, financing will have to be addressed collectively to reduce costs.

Pilot activities linked to massification challenges: a common purchase platform will be created (WP4) to reduce the unitary purchase costs of trucks and buses and ensure the multi-stakeholders' expert team capacities to secure public funding to speed-up project deployment.

2)Decreasing use of polluting passenger cars through 3 complementary actions: i) Promotion of electromobility through deployment of charging infrastructures; ii) Implementation of Low Emission Zones (LEZ); iii) Increase the capacity and use of the existing tramway line and deployment of additional bicycle lanes.

Ongoing projects: by end 2024, DM will create its 1st LEZ (covering >50% of the population), with the objective of progressively forbid access to non-EVs, and started the deployment of EV charging stations on parkings.

Main Massification challenges: To carry out a wide deployment of EV charging stations, it is required to move from an in-silo approach to a coordinated territorial approach. This approach will rely on a comprehensive analysis of challenges at metropolis scale and on synergies between public and private stakeholders to optimize location and sizing, deployment, and associated costs, and avoid overlaps.

Pilot activities linked to massification challenges: the Operational Planner functionality (WP3) will identify future projects, assess the optimized location of the charging stations and plan, and prioritize deployment. Besides, the Mutualization/Synergy functionality (WP4) will enable the identification of synergies between projects for an optimized geographical deployment and the One-Stop-Shop (WP2) providing guidance to all stakeholders (from citizens to building managers).

Residential and tertiary buildings: the challenge of massifying complex, integrated and multi-energy projects

Systemic barriers are as follow:

Planned project: DM launched in the framework of RESPONSE the implementation of positive energy districts (mixed-use urban districts), and the largest French collective self-consumption scheme.

Main Massification Challenges: Massification of positive energy blocks and integrated solutions on other areas is hindered by the inner complexity of multi-energy, multi-sector and multi-stakeholder projects requiring access to multiple data (not accessible to single project developer), multiple competences (technical, regulatory, financial, etc.), and to a comprehensive view on the ongoing pipeline of territorial projects.

Pilot activities linked to that massification objective: To massify deployment of complex integrated solutions, the Massification Operator will have functionalities meeting all the prerequisites and requirements: i) One-Stop-Shop (WP2) to collect projects and expressions of interest; ii) Territorial Planner (WP3) to identify energy savings and CO2 reduction potential as well as areas economically-favourable/technically-suited to RES, to identify synergies between consumption and production centres, to create connections between fragmented stakeholders and projects, and to design the integration of all technological and non-technological components; iii) Common Purchase functionality (WP4) to mutualize purchase costs of equipment (PV panels, sensors,

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storage solutions, etc.); iv) Financing functionality (WP5), to provide financing solutions (public and/or private). These functionalities will focus on actions with higher value than traditional support to thermal renovation, i.e. providing all tools needed to plan and implement ambitious multi-energy and multi-stakeholder projects with associated business models and financing solutions.

Pilot activities: Levers of/for change and importance for carbon neutrality ambition

Systemic solutions based on cross-cutting levers are needed to reach climate-neutrality, given that technological levers have already been identified, tested and validated on DM territory.

Governance/social innovation: pilot activities will create a third-party Massification Operator to coordinate the operational planning and implementation of DM's climate-neutrality trajectory. Hence, DM is moving away from traditional top-down governance, trusting stakeholders to act collectively. Through a permanent dedicated multi-skill team, the Operator will create links, identify synergies and mutualization paths, reducing project fragmentation, sectoral and in-silo approaches, bringing together communities of citizens, private companies and public entities.

Participation: the project will establish a participatory approach, engaging stakeholders and citizens so that they take ownership of the solutions and contribute to define the Operator's functionalities (using DM's existing co-construction processes and RESPONSE tools) and implementing a governance model involving them in the Operator's decision-making process, co-creation of coordinated actions portfolios, while giving them full access to key data and KPIs enabling to assess progress made. This will ease social acceptance, enabling to give more consideration to the local sensitive realities, and address intergenerational solidarity aspects.

Finance/funding: the Operator will be equipped with tools to provide a tailor-made support (secure public funding, negotiate loans with financial institutions using the 100 climate-neutral cities label, provide equity investment, launch common purchases, monetize energy and carbon savings, etc.) to unlock massive investments, balance fragile business models and reduce pressures on public investment.

Learning&capabilities: Capacity-building is first achieved through continuous stakeholder involvement/participation in the definition of objectives and projects' implementation. Activities will focus on the organizational change of DM's departments, and on DM staff capacity building through thematic masterclasses. Learning will also be eased through exchange of best practices with peer cities.

Overall, the Operator will combine these levers and rely on other existing enablers (such as digitalization, use of data) to create a shared and consensus-based climate-neutrality narrative and to cover all the aspects and angles of ambitious territorial projects.

Anticipated interaction of, and entry points for, identified leaver(s)

The present NZC project aims not only at designing the functionalities and features (= tools to leverage change) of a Massification Operator but also at ensuring that these functionalities can be combined under a unique umbrella and can interact to provide comprehensive answers and solutions to ambitious decarbonisation projects.

- **Interactions between social innovation/participatory democracy and governance:**

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- Through a new governance model (spin out model), i.e., the creation of a third-party organization commissioned by the political level, bringing together the expertise, skills but also expectations and interests of the territory, the project will be a catalyser of stakeholder engagement, as the governance model chosen is entirely based on the willingness of local stakeholders to buy in and come together on a voluntary basis.
- Through the implementation of a collaborative governance the Massification Operator will aim at fostering social innovation and participatory democracy by establishing shared leadership, putting the territory at the centre of the decision-making processes and at the centre of the elaboration of portfolio of coordinated actions;
- Through participatory democracy, i.e., by engaging all stakeholders and citizens in the co-design of the functionalities, the project will ease the development of synergies and links between in-silo mode projects and between fragmented stakeholders. This will lead to a major social innovation, i.e., the growth of a shared climate-neutrality narrative and of a collaboration culture at territorial scale enabling to implement common actions and to promote social cohesion.
- Also, the neutral role of the Operator (outside the control of single public or private organization) will enhance trust among local stakeholders, and thus increase their willingness to become active members of change.

- **Interactions between social innovation, collaborative governance and financing:**
- Through engagement and empowerment of the local stakeholders and citizens, the Operator will transform energy consumers into active decision-makers, co-designers of financing tools, and into financial contributors to climate-neutrality via innovative and collaborative schemes such as crowdfunding, Power Purchase Agreements, etc.
- Through social innovation (mutualization of resources, of knowledge, of data) the Operator will create synergies between projects, enabling to develop financing schemes such as Common Purchases, reducing the costs of non-connected projects.

- **Interactions between financing capabilities (inter alia the ability to secure public funding) and learning/capabilities:** being able to act on these two levers allows to have a diversity of competences within the same Operator, allowing to apply to calls for proposals targeting innovative projects (e.g., Horizon Europe, European Urban Initiatives), to promote the financing of innovation and the emergence of new (and combined forms of financing).

- **Interactions between Social Innovation, Participatory Democracy and Learning and Capabilities**: the interaction between these levers will allow to create virtuous loops and will trigger the emergence of complex projects that bring together local actors and citizens around innovative projects. The better understanding of the territory thanks to shared tools such as the Digital Dashboard will ease awareness-raising, capacity-building and ownership of the solutions deployed (by providing full transparency in terms of impact assessment of the actions implemented), and increased competences will enable new projects to emerge.

CAPACITY TO ACT

Collaboration and engagement: Stakeholders

To efficiently carry out the pilot activities, different circles of stakeholders will be mobilized:

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1st circle (consortium): DM will coordinate a small multi-skill consortium:

- DM leads the consortium (WP0) and leads WP1,2,5,6. DM brings its overarching vision of climate-neutrality, deep knowledge of the territory's needs, organization (new DGCT), resources and experts involved in the transition towards climate-neutrality, and its willingness to design a third-party organization orchestrating CEP/CCC implementation;
- Electricité de France is a key local stakeholder working with DM, especially in the framework of RESPONSE. EDF brings its industrial and cross-sectoral approach, its extensive expertise of decarbonisation paths and of territorial challenges. EDF leads WP4 related to Mutualization/Synergy Functionality, providing inputs based on a systemic view of climate transition.
- EIFER (RESPONSE coordinator) brings its expertise of integrated approaches for smart cities (data, models, tools) and leads WP3 related to the Operational Planning Functionality of the Operator.
- EUROPTIMUM, a consultancy specialized in EU Affairs, leads WP7 related to replication, capacity-building, learning and communication.

2nd circle (key territorial stakeholders): in order to refine the expression of needs (T1.1) and define the Operator's functionalities, the consortium will work closely (e.g. bilateral meetings) with stakeholders representing the 3 emission domains targeted such as water/gas/electricity/heat network operators (ENEDIS, GRDF, SUEZ, DALKIA, CORIANCE), transport operators (DIVIA, Keolis), financial institutions (private banks, Caisse des Dépôts, EIB, etc.), local agencies and associations (e.g. ATMO for air quality, ADEME) social landlords (Grand Dijon Habitat, ORVITIS), experts (legal, regulatory, etc.) such as University of Burgundy/ESTP but also consultancies (subcontracting) to work on WP1 & 4 legal issues, Chambers of Commerce, representatives of cities constituting DM. The 2nd circle gathers stakeholders likely to contribute to the future Operator (financially and/or through HR).

3rd circle: other territorial stakeholders (SMEs, NGOs, citizens) involved in the design of the Operator functionalities (WP2 to 5) through consultation processes, to collect their needs, interests and recommendations. The consortium will also interact with non-local stakeholders for learning activities (peer cities, EU initiatives) in WP6 and WP7.

To define with accuracy the roles of the Consortium Partners, see the document "NZC-FAASST Stakeholder mapping.xlxs"

Collaboration and engagement: Citizen engagement

Citizens engagement is absolutely essential to the success of the pilot activities:

- As providers of key inputs related to the key emission domains targeted, and as end-beneficiaries of decarbonisation actions, i.e., as inhabitants of residential housing, as users of tertiary buildings and of mobility solutions (individual and collective). In that sense, citizens will:
- Provide inputs, suggestions and interests to co-design the future Massification Operator's functionalities meeting their needs (e.g. by providing inputs to refine expressions of needs in T1.1, defining the One-Stop-Shop's expected expertise and guidance in T2.1, etc.).
- Contribute directly to local projects, e.g., as users in the framework of a collective self-consumption scheme of as users in the framework of the decarbonisation through H2 of collective transportation;
- Benefit from an open version of DM's Digital Dashboard, to be able to monitor the decarbonisation progress made by the Operator, at systemic and project level (WP3).

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- As co-designers and decision-makers, willing to be actively engaged in the design and implementation of multi-stakeholder decarbonisation projects. Citizens will be represented in the future Operator's governance (Executive Committee), as any other stakeholder, to fully contribute to the operational implementation of their City's CCC and CEP, and to take ownership of the projects deployed (WP1). They will also participate in the meetings of the Territorial Climate Committee (decision-making body) and of the Development Committee (consultative body composed of 150 volunteer inhabitants assigned to the DGCT) that will be consulted throughout the project and that will provide recommendations to the project consortium. Besides, as part of the definition of the CCC, a Climate Forum open to all stakeholders and citizens will be created, contributing to the co-construction of the CCC. Citizens will therefore be able to participate at political/strategic level as well as at planning/operational level.

- As co-financers of decarbonisation actions, as the Operator will establish a set of financing tools (WP5) including innovative and participative financing such as PPAs, crowdfunding or green financing, that will give citizens the ability to contribute financially to climate-neutrality actions, to co-own renewable energy assets, etc.

Cross-cutting considerations

DM is one of the pioneering public entities in France in terms of inclusiveness promoting gender equality and diversity.
There are currently more women than men working in the local administration (55% of women are grade A, 69% grade B). The rate of disabled workers is 10%, much higher than the national average and the regulatory obligations (set at around 7%).
The fulfilment of these commitments enabled DM to obtain in 2018 the "Equality and Diversity" label awarded by the French Association for Standardisation.
These commitments are crucial for DM and will be reflected in this present NZC pilot project.

- **Gender equality** will be ensured within the project team (2 women and 1 man will manage the project). The balance will also be ensured in the Massification Operator Executive Committee and in the Operational Committee: target of minimum 50% of women.
- **Digital connectivity** between citizens and the Operator is a core consideration of the Project. The " ***Stakeholder Engagement Platform***" will allow the collection and analysis of citizens opinions/suggestions via a digital public consultation process. This data will allow to take into account citizens opinion for designing the Operator and throughout its operation. The participation will be measured by the number of responses received: target of minimum 2000 by the end of this pilot Project (2% of DM household) and 14000 in the 2 years following the Operator creation.
- **Inclusion** of all will also be a key factor, regardless of gender, racial/ethnic origin, religion/belief, disability, age or sexual orientation, as set out in the 20 principles of the European Pillar of Social Rights. Inclusion will be implemented within the committees but also taken into account through citizen participation within the "*Platform*".

The pilot activities will improve the resilience and climate change mitigation/adaptation of the territory by encouraging projects that promote energy transition and production of local RES. In addition, the Operator to be created to support massification of transition projects contributing to climate-neutrality, circular economy, efficient use of resources and biodiversity protection will integrate a comprehensive Monitoring, Evaluation&Learning Framework (WP6) ensuring that projects impacts and risks will be assessed in details (with adapted KPIs) and feed policy adaptation and decision making about new climate actions/solutions to respect the DNSH principle as defined in the taxonomy.

Coordination and management

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DM is at the origin of this present NZC project and will coordinate it, putting at the disposal of this systemic innovation its expertise, experience and internal financial and human resources, with the support of EDF, EIFER and Europtimum. DM will manage the project building on its new internal governance and organization announced in September 2022 by DM's President (F.Rebsamen, see Letter of Support), that aims at putting the climate-neutrality ambition at the centre of its action through the creation of a new Directorate General for Climate Transition (DGCT).

The new DGCT's Director (Mr Fabrice Chatel) will coordinate the present project (WP0), with a clear mandate given by DM:

- Coordinating and connecting all the other Directorates addressing climate-related challenges, so as to implement coordinated climate approach;
- Able to mobilize all the skills, expertise and tools developed by the different DG and cross-DG thematic working groups to create synergies and build bridges between sectoral DGs.

F. Chatel will be supported by people responsible of two Departments that will integrate from January 2023 the new DGCT:

- Mrs Oanez Codet-Hache, in charge of the definition of DM's Climate and Energy Plan (French equivalent of the Covenant of Mayor's SECAP) and of DM Climate City Contract in the framework of DM' selection as one of the 100 climate-neutral cities, who also coordinates DM's contribution to RESPONSE. Her involvement is key to ensure maximum consistency and alignment between the Massification Operator's design and the overarching commitments taken at political level.
- Mrs Chloé Abeel in charge of participative democracy and of DM's Development Committee (collaborative structure gathering representatives of citizens, thematic experts and representatives of civil society, e.g., SMEs). Its implication is essential to make sure that a collaborative approach (relying on the best tools available) is implemented, at the Operator's design stage, and later at its implementation' stage.

DGCT will also coordinate the design and define the specifications of the Operator's functionalities (WP2, 3, 4 & 5) relying on the expertise and knowledge of other Departments: the Digital Department (expert on data, working on WP3,WP6), the Department in charge of Territorial Planning (WP3), the Energy, Housing and Mobility Departments, the Finance and Legal Departments (providing expertise on the financing functionality and on the Operator's legal status, working on WP1,WP4,WP5), the International Relations Department (WP5,WP7), and the Communication Department (WP7).

Besides human resources, DM will use its financial resources to select external experts through consultation processes, to benefit from specific expertise (e.g., legal expertise, see WP1, T1.1, and WP4).

In terms of project management, DM will rely on different committees and structures:

- ***NZC Pilot Project Management (see WP0)***
- ***NZC Pilot Project Management Committee***, chaired by the Project Coordinator and gathering the WP leaders, in charge of the management of the project, it will ensure proper project implementation.
- ***Massification Operator Prefiguration Committee***, will get continuous feedback on the targeted territorial pilot transition projects (**see Section** *Capacity and capability: Learning assessment plan*). This Committee will capture and disseminate learning notably through development of "sensemaking" sessions to generate valuable and exploitable ideas, refine the course of action, optimize decision making and capacity building

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(with the participation of DM officials and ad hoc external experts from academia and industry). It will integrate results and recommendations from the Learning Framework that will be defined in WP6. Hence, the Committee will act as a "Proof of Concept" of the future Operator's Reflexive Governance.

- **DM's existing management and decision-making committees:**
- DM's **Territorial Climate Committee,** chaired by F.Rebsamen, President of DM, in charge of validating and formalizing the main steps/milestones of the Climate City Contract definition, gathering DM Department representatives as well as representatives from keys stakeholders (Network Operators, representatives of DM's constituting cities, of the Region, of the Chamber of Commerce, etc.).
- DM's **Development Committee**, gathering 150 representatives of civil society (citizens, economic stakeholders, experts), a participative democracy tool, providing inputs and recommendations ahead of the Territorial Climate Committee meetings.

--> The NZCP Project Management Committee will provide updates on the project progress to both Committees to foster accountability, enhance capacity-building, share results/challenges/recommendations and collect valuable inputs. Besides, members of these Committees will be invited to join the NZCP project's sensemaking sessions to reflect on the pilot activities launched and to generate insights feeding DM's systemic transformation process.

To define with accuracy the planning of the project, see the document "NZC-FAASST General Planning.xlsx"

Learning assessment plan

(See Figure 5&6 in Annex)

To ensure the implementation of pilot activities and to guarantee the identification of obstacles and keys to success, a test and learn approach has been defined, involving the main stakeholders of the territory.

The project aims to implement in M2 a "***Massification Operator Prefiguration Committee***" whose objective will be to test the complete concept proposed on targeted replication transition projects of the innovations developed in the framework of RESPONSE. The following projects could be relevant to implement a learning assessment approach:

- Project to set up a self-consumption operation at the University with the deployment of solar production;
- Project to set up an individual self-consumption operation at the University Hospital of DM, with the deployment of solar production and electric mobility solutions;
- Projects to set up a LEZm (Low Emissions Zone mobility) in DM,
- Project to set up the 1st H2 mobility scheme for DM's buses and garbage trucks,
- Project to set up a master plan for the metropolitan heating network,
- Project to set up several collective self-consumption operations on DM buildings;
- Replication projects of RESPONSE solutions for social landlords ORVITIS and Grand Dijon Habitat.

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The ***Operator Prefiguration Committee*** will share the approach's results with the Territorial Climate Committee to generate some concrete insights based on the first realizations of some of these projects, to accelerate the NZCP project's own learning about how breakthroughs could be achieved and how levers could be efficiently activated. As presented below, the project will establish a continuous process (plan, deploy, iterate) to extract quick learnings from territorial projects, and use these learnings to refine and reshape the course of action (refine initial targets and initial assumptions), and to take informed decisions. It will integrate results and recommendations from the Learning Framework that will be defined in WP6. Hence, the Committee will act as a "Proof of Concept" of the future Operator's Reflexive Governance.

The Massification Operator and the MEL loop between the FAASST Project and general actions done by Dijon as part of the 100 cities program is detailled into the document "NZC-FAASST Concept.pptx"

On one hand there will be a set of specific indicators impact indicators for the FAASST Project / Massification Operator (number of projects handled, carbon savings got through the helped projects, …)

On a other hand, the MEL loop is made between :
o The full set of general impact indicators for the Dijon Territory (100 cities)
o The set of general impact indicators for the FAAST-NZ Project (30 pilot cities) for the projects supported or helped through the action of the Massification Operator

Financial plan for implementing the pilot (in budget and over the two-year grant timeframe)

(See Figure 7&8 in Annex)

Dijon Métropole, project coordinator, leading WP0,1,2,5,6 is supported by 3 beneficiaries providing technical, organizational and financing complementary expertise:

- **EDF** (WP4 leader): key local stakeholder working with DM, especially in the framework of RESPONSE. EDF brings its industrial and cross-sectoral approach, its extensive expertise of decarbonisation paths and of territorial challenges.
- **EIFER** (WP3 leader): brings its expertise of integrated approaches for smart cities (data, models, tools) and is RESPONSE coordinator.
- **EUROPTIMUM** (WP 7 Leader): consultancy specialized in EU Affairs and public funding area.

The total budget of pilot activities is **500 000€.**

Pilot project budget management
The Project financial and administrative management will be ensured on a daily basis by DM Project Coordinator (WP0). He will ensure the efficient implementation of the project within contractual budget, quality requirements, deadlines, and the effective communication/exchange of information between beneficiaries.
He will chair the Project Management Committee (gathering WP leaders every 3 months), in charge of the management of the project, assessing the project's progress, budget implementation and implementing corrective measures.

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Pilot project financial plan
The allocation of staff effort to implement the pilot activities is detailed (PM per WP) in Figure 8 (see *Annex Figures*).

External resources (purchase, subcontracting)
External consultancy is needed to support specific activities: legal consulting, data engineering, Certificate of Financial Statement.

Dijon Métropole (Budget: 249 250€)
DM budget and HR are distributed among the WPs as follows:

- WP0: 3PM to Project management and development of “sensemaking” activities.
- WP1:
- 1.5PM to manage the identification of the different options, realize bilateral meetings with main stakeholders, etc.,
- 1PM to analyse financial sustainability of pilot activities and business models.
- 0.5PM to create the Massification Operator.
- 55k€ for external consultancy to carry out the analysis and identify the most appropriate legal form of the future Massification Operator.
- WP2: 1.5PM to finalize the design, implementation and analysis of the consultation related to the One-Stop-Shop.
- WP3: definition of the functioning of Operator as a Territorial Operational Planner and Observer.
- 0.5PM to consult citizens/stockholders.
- 2PM to define the data observatory.
- 1PM to define objectives, roadmap and KPIs to measure progress.
- WP4: definition of the Operator mutualization/synergy capacity functions:
- 2PM to define and structure mutualize skills.
- 1.5PM to define and structure strategies of mutualized purchases.
- 15k€ for external consultancy to define mutualization procedures and tools.
- WP5: definition of the financing functionality of Operator:
- 2PM to identify local financial needs.
- 2PM to monetize carbon saving on territory projects.
- WP6: build the MEL framework and impact pathways:
- 1PM to map impacts, co-benefits, synergies and risks of actions/projects.
- 0.5PM to build a MEL framework for decision making.
- 0.5PM to design the territory’s self-learning method.
- WP7: to develop capacity-building, learning and communication activities (3PM).

EDF (Budget: 104 750€)

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- WP0: 1PM (project meetings, sensemaking process, etc.).
- WP1: 1PM to Operator design and creation (identify HR needs, analyse financial sustainability, business models). ***PM will be assisted by a person from SAFIDI subsidiary of EDF (1,5 man.month)***
- WP4: to lead the definition of Operator mutualization/synergy capacity functions:
- 2.5PM to define and structure mutualize skills.
- 1PM to define and structure strategies of common purchases.
- WP5: 1PM to the definition of Operator Financing Functionality.
- WP7: 0.5PM.

EIFER (Budget: 106 625€)

- WP0: 1PM (project meetings, sensemaking process, etc.).
- WP3: 6PM to define Operator data observatory, finetune objectives, roadmap and KPIs to measure progress.
- WP6: 1PM to build the MEL framework and impact pathways.
- WP7: 0.5PM.

EUROPTIMUM (Budget: 39 375€)

- WP0: 0.5PM (project meetings).
- WP5: 1PM to identify local financial needs and models to monetize carbon saving.
- WP7: 1PM to develop capacity-building, learning & communication activities.

Connection to City budgeting and programming

Pilot activities are directly connected with DM's multi-annual budgeting and programming activities (see Section Mandate to Act). In particular, they will be connected to DGCT missions and therefore directly benefit from its resources: 5 experts, annual budget around 425 000€ (pending to DM budget vote). Also, pilot activities rely on activities to be engaged in advance by DM on its own resources: e.g. a pre-feasibility study will be launched (50000€, not included in eligible costs) by the end of 2022 to identify the territory core needs to massify transition projects and the main legal options to consider for establishing the future Massification Operator. The final results will be available by mid-May 2023 to feed WP1 stream work.

Budget breakdown by work parkage is detailed into the document "NZC – FAASST Budget Breakdown.xlsx"

Impact

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Pilot activities' (learning / reflexive) governance model
(See Figure 6 in Annex) The governance model of the present NZC Project can be represented by the diagram 6 in annex. It will rely on the close articulation and connection of the following committees (see details in Section *Capacity and capability: coordination and management)*: • ***NZC Pilot Project Management (WP0)****: including the NZC Pilot Project Management Committee (*chaired by the Project Coordinator and gathering the WP leaders), in charge of the management of the project and the *Massification Operator Prefiguration Committee* in charge of capturing and disseminate learning and act as a "Proof of Concept" of the future Operator's Reflexive Governance. • **DM's management and decision-making committees:** DM's Territorial Climate Committee (chaired by DM's President) in charge of validating and formalizing the main steps/milestones of the Climate City Contract, and DM's Development Committee, gathering 150 representatives of civil society (citizens, economic stakeholders, experts), in charge of providing civil society inputs and recommendations ahead of the Territorial Climate Committee meetings. The Operator Prefiguration Committee will meet every 3 months to get continuous feedback on the targeted territorial pilot transition projects (RES deployment at University and University Hospital, Decarbonisation of DM's mobility through LEZ creation and conversion of bus/garbage truck fleet to H2, heating network decarbonisation, energy efficiency implementation on public buildings/social housing). The Operator Prefiguration Committee will be chaired and piloted by DM representatives and gather the members of Project Management Committee and the projects leaders of targeted territorial pilot transition projects (project leaders of DM, University Hospital, University of Burgundy and social housings: Orvitis and GDH). In particular, this Committee will develop "sensemaking" sessions whose results will be shared with participants of Territorial Climate Committee which is composed by 10 Vice-Presidents of DM, Head of DM departments, obligated partners of the Plan Climat Air Energy (Consular Chambers, Region, Social Union for Housing of Burgundy, Prefecture, DSO, etc.), technical partners (ADEME, ATMO BFC, etc.), qualified personnel (President of the Campus of Trades and Skills Green Cities, Director of ESTP Paris, University of Burgundy Researchers, etc.) and representatives of the Development Council. By associating a classic project governance and a parallel test and learn session focused on territorial case study with targeted territorial pilot transition projects, the global governance will address the following challenges: • **Accountability**: the NZCP Project Management Committee will monitor the impacts generated by the targeted territorial pilot transition projects accompanied by the Operator Prefiguration Committee with the tools developed during RESPONSE projects (KPIs and Climate Energy Dashboard). This Committee will then provide updates on the project progress to both DM's Territorial Climate Committee and Development Committee to foster accountability, enhance capacity-building, share results/challenges/recommendations and collect valuable inputs. • **Transparency**: the project will establish a participatory approach, engaging stakeholders and citizens so that they take ownership of the solutions and contribute to define the Operator's functionalities and governance model (using DM's existing co-construction processes and RESPONSE tools). In particular, the project will use shared tools such as the Digital Dashboard (developed in RESPONSE) to provide full transparency in terms of impact assessment of the actions implemented and ease awareness-raising.

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- **Diversity of participants**: pilot activities will enable DM moving away from traditional top-down governance, trusting stakeholders to act collectively as co-developers and enablers of climate-neutrality. Therefore, diversity of participants is already ensured across all pilot activities management and governance committees and will continue with the creation of the third-party Massification Operator. A particular attention is given to **citizens** who will be represented in the Operator's governance (Executive Committee), as any other stakeholders, and will participate to the meetings of the Territorial Climate Committee and the Development Committee (consultative body composed of 150 volunteer inhabitants assigned to the DGCT). Besides, a Climate Forum open to all stakeholders and citizens will be created, contributing to the co-construction of the CCC.

In the bigger picture, the collaborative governance model of the future Massification Operator will build both on the results of the pilot activities dedicated to its design (see WP1), which will include a strong stakeholder participation, and the experience and insights gathered by the Operator Prefiguration Committee.

Pilot activities' (learning / reflexive) governance: learning, feedback, development

(See Figure 6 in Annex)

The governance model of the present NZC Project integrates a Massification *Operator* Prefiguration Committee in charge of capturing and disseminating learning internally (within DM organization) and externally (citizens, communities…). By implementing cross-fertilization activities, this Committee will be the corner stone of the Project's reflexive governance. Therefore, over the duration of the pilot activities, an iterative learning process (continuous improvement loop) will already be implemented involving four main blocks: Prefiguration Committee, Project Management Committee, targeted transition projects and DM's transition governance bodies.
The project's continuous learning model could be summarized as followed: the prefiguration Committee will collect continuous feedbacks from targeted transition projects implementations, follow pilot activities' implementation through the Project Management Committee and disseminate learnings widely in connexion with DM's Territorial Climate Committee and Development Committee.
This continuous learning model will be based in particular on:

- **Continuous on-the-ground feedbacks:** the Prefiguration Committee will accompany targeted transition projects implementation (RES deployment at University and University Hospital, Decarbonisation of DM's mobility through LEZ creation and conversion of bus/garbage truck fleet to H2, heating network decarbonisation, energy efficiency implementation on public buildings/social housing) and monitor their impacts through dedicated tools (set of KPIs, territorial dashboard, etc.). Besides, the RESPONSE project will enter its monitoring phase in S1 2023, therefore all results and feedbacks from the implementation of its 60 innovative solutions will be available to feed this learning process workstream.

- **Continuous knowledge sharing between workstreams and related stakeholders:** the prefiguration Committee will foster the close cooperation between the Project Management Committee, the targeted transition projects leaders and DM's transition governance bodies. In particular, this Committee will develop "sensemaking" sessions to generate valuable and exploitable ideas, refine the course of action, optimize decision making and capacity building. Members of DM's Territorial Climate Committee and Development Committee will be invited to join these sensemaking sessions (together with ad hoc external experts from academia and industry) to reflect on the pilot activities and to generate insights feeding DM's

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systemic transformation process. Sensemaking sessions results will be shared with participants of Territorial Climate Committee and representatives of the Development Council.

In addition, the continuous feedback received from the implementation of the pilot activities (WP2,WP3,WP4,WP5) by the prefiguration Committee through the Project Management Committee will feed this iterative learning process.

- **Existing DM tools and frameworks to support learnings:** this learning model will benefit from ad hoc tools already developed/under development in the framework of previous/on-going projects: e.g. DM Climate Energy Dashboard, developed by EIFER in RESPONSE project, will allow to have a clear picture of consumptions and emissions of the 3 key emissions domains targeted (mobility, residential/tertiary buildings). In combination with the decision-making module, under development in the framework of the EU project EU CITY CALC, these tools will help DM's Departments to monitor targeted transition projects implementation and impacts and therefore support learning activities.

- **The development of a dedicated learning framework:** WP6 will focus on the definition of an efficient Monitoring, Evaluation, and Learning framework. T6.3 will allow to design an organizational learning framework enable to support the Massification Operator's reflexive governance to drive DM's transitions towards climate neutrality. It will provide key inputs to support learning activities over the duration of the pilot activities as results and recommendations will be integrated continuously by the Operator Prefiguration Committee (WP0) and will serve as a basis for effective communication to support learning diffusion within the city and to a wide range of stakeholders through dedicated replication, capacity building and Learning activities (WP7).

Overall, by coordinating this continuous learning approach, the Operator Prefiguration Committee will act as a "Proof of Concept" of the future Operator's Reflexive Governance allowing to finetune its model over the duration of the pilot activities. Together with the dedicated T6.3 workstream that will identify mechanisms (processes, tools, resources) to be integrated in the Operator's governance (WP1) to involve a significant component of observation, reflection, and learning in its decision-making processes, it will ensure a strong and sustainable Reflexive Governance to drive DM towards climate neutrality.

Pilot activities' direct impact: reducing emissions

The ultimate goal of this Project is to design and create an innovative Operator for Massification able to overcome transition systemic barriers and launch, support, prioritize, and finance transition projects needed to reach climate-neutrality. This Operator will act as the operational arm to orchestrate the CCC implementation.
As such, pilot activities' main goal (24 months) is therefore not to implement emissions reduction actions with direct but limited impacts but to create a sustainable Operator that will unlock the massification of transition projects in a short term focusing on DM's 3 main emissions domains (mobility, residential/tertiary buildings).
Nevertheless, an Operator Prefiguration Committee will be created in Project M2 to finetune the concept by:
(i) identifying projects at development stage/future projects that will lead to reduce GHG emissions by at least 40% by 2030 (see section Impact Scalability).
(ii) accompanying targeted transition projects with direct impact in terms of emissions reduction to speed up their implementation. Ambitious projects have already been set in motion on DM territory and will enable to achieve emissions reduction over the Project duration:

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- RES at DM University: solar deployment (2MW, 1.5GWh/y) under a self-consumption model;
- DM Solar Program: solar deployment (8MW, 7GWh/y) to supply city building, mobility fleet and hearting network (self-consumption).
- Mobility decarbonization: creation of a LEZ and conversion of DM's bus and garbage truck fleet to H2 (-4500 teCO2);
- Heating network decarbonisation: creation of a large urban heating network supplied by methanization unit (10MW, 1GWh/y);
- Public buildings energy efficiency: deployment of collective self-consumption on DM buildings (4MW and 8GWh/y);
- Social housing energy efficiency: replication projects of RESPONSE solutions (positive energy block) for DM social landlords (thermal renovation: 3 GWh/y saved, 303 teCO2 reduced; smartbuilding: 349 MWh/y saved, 26 teCO2 reduced; self-consumed solar energy: 312 MWh/y saved and 18teCO2 reduced).

Over the duration of the pilot activities (24 months), the direct emissions decrease is estimated to 6 824teCO2 (0.8% of DM's total emissions). In the short term, the Massification Operator will ensure pilot activities continuity and impact scalability to enable DM's emissions reduction by 95% by 2050 (objective being refined for 2030).

Pilot activities and impact scalability

The project's goal is to create a Massification Operator that will enable to scale up pilot activities by unlocking transition projects massive deployment to reach climate neutrality. The Project's mid/long term targeted impact through scale up is to drive DM's GHG emissions reduction by 40% by 2030 then reach 95% by 2050. Transition projects should allow improving energy efficiency by 59% and increasing RES share by 69% by 2050. These targets are being refined in the framework of the preparation of DM's CCC that will set the objective to reach climate neutrality by 2030.
To ensure scalability, the Operator will integrate under a unique umbrella key capabilities required to unlock massification: *One-Stop-Shop* (WP2), Territorial Operational Planner (WP3), Synergy and Mutualization Identifier (WP4) and Financing Support Provider (WP5).
To ensure project's impact scalability and sustainability, the Operator relies on:

- **An advanced maturity and existing technical knowledge**: the set of technological solutions to ensure impact has already been identified and will benefit from on-going RESPONSE insights and expertise. In addition, the design definition of the Operator will be engaged in Project M1 (WP1) and the Operator Prefiguration Committee (WP0) will act during the Project as a "Proof of Concept" of its future Reflexive Governance.
- **A sustainable political engagement and governance framework**: the Operator will directly report to DM's Territorial Climate Committee chaired by DM's President and led by DM's DGCT Director while project's pilot activities are perfectly connected to DM's budgeting and financing. The clear political mandate given by DM to this Project ensures full alignment with DM's overarching vision and its impacts sustainability.
- **An efficient and dedicated Monitoring, Evaluation&Learning Framework** (WP6) will be integrated to the Operator's reflexive governance model (WP0) to support decision-making and policy towards climate-neutrality. This framework will allow to scale-up interventions and transfer learnings to other cities (see next section)

Pilot activities impact upscaling over time will be ensured by the Massification Operator creation by the end of the project. It will focus on the emission domains (mobility, residential/tertiary buildings) responsible for >75 % of DM's emissions. In the longer term, such Operator could handle other emission domains, in particular agricultural activities (production, transport, consumption).

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Estimated impact framework indicators have been provided into the document "NZC – FAASST Impact domains indicators.xlsx". Impact domains indicators may be subject to change regarding toughness of the data collection, easiness of calculation, evolution of the vision, etc.

Pilot activities and impact: learning for transferability and/or replication

The Massification Operator that will be created will be suited and tailored-made to DM's specific needs and characteristics but could serve as a model for cities facing similar challenges (cities of 100 to 500 000 inhabitants represent the majority of EU cities). The Operator's set of tools and levers (planning, financing, governance, etc.) is "city-neutral", therefore, the learning related to the Operator 's collaborative creation process, implementation and operation could be transferred to EU cities to design their own Operator meeting their transition needs. In the current context of high and volatile energy prices, pilot activities will be easily replicable and transferred as they provide concrete answers and tools to trigger quick emissions and energy consumption reductions.

To tackle this strong replication potential and ensure efficient transferability across EU cities, the Operator Prefiguration Committee (see section *Learning Assessment Plan*) will be created in Project M2 (WP0) to capture and disseminate learning notably through development of "sensemaking" sessions to generate valuable and exploitable ideas, optimize decision making and capacity building. It will rely on a dedicated structured and continuous process (plan, deploy, iterate) to extract quick learnings from territorial projects, and use them to refine the course of action. A dedicated learning framework will be defined (WP6) to support the Operator's reflexive governance and serve as a basis for effective communication of envisioned impacts to a wide range of stakeholders through dedicated capacity building and learning activities (WP7). This framework will support learning diffusion within DM and across-cities to scale-up interventions and transfer learning.
During the project, replication, capacity-building and learning activities dissemination will rely in priority on 7 channels to boost scalability and transferability:

- NZCP's City Learning Programme (assessing replication with 2-3 EU cities)
- NZCP's P2P Social Network and Collaboration Space
- RESPONSE's fellow cities (Brussels, Zaragosa, Botosani, Ptolemaida, Gabrovo, Severodonetsk)
- DM's participation to initiatives such as EnergyCities, ScalableCities;
- The Mirror Group implemented at Ministry level with other French Cities participating in the EU Mission for 100 climate-neutral cities
- The Covenant of Mayors' Network
- Dijon' network of EU twin cities (Mainz, Reggio Emilia, Guimaraes, Prague, Pecs, Cluj-Napoca).

Pilot Activities' indirect impact: Change in the city

Pilot activities indirect impact&co-benefits will be of particular attention within WP6 where the comprehensive mapping of impacts, co-benefits, synergies and mutual interdependencies will be refined (T6.1) in order to design and implement a range of measurement methods and integrate qualitative&qualitative data as a coherent and efficient MEL process (T6.2) to support the Massification Operator's reflexive governance (WP0) and in its mission (WP3) to drive DM's transition towards net zero.
A 1st analysis based on the NZC Impact Logic resources allows to identify Pilot activities indirect impacts on 2 levels

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- **Co-benefits resulting from pilot transition projects**

The Operator Prefiguration Committee will accompany targeted transition projects implementation (1-RES deployment at University&University Hospital, 2-Decarbonisation of DM's mobility through LEZ creation&conversion of bus/garbage truck fleet to H2, 3-heating network decarbonisation, 4-energy efficiency implementation on public buildings/social housing) resulting in short-term co-benefits. Building on the knowledge of RESPONSE project, those pilot activities will involve technological solutions and services already demonstrated. Therefore, their expected co-benefits and indirect impacts are already well defined as presented in Figure 9 (see Annex).

Those pilot projects implemented during this NZCP project will allow to directly refine the identification of risks related to the indirect impacts and the mitigation/contingency measures. This approach based on case study results will facilitate the analysis of inter-dependencies and support the efficient cross-sectoral integration. It will contribute to de-risk Impact Pathways and limit unintended consequences of the interventions that will be implemented on a greater magnitude by the Massification Operator to reach net zero.

- **Co-benefits resulting from the creation of the Massification Operator**

The Operator will enable to scale up pilot activities by unlocking the massive deployment of transition projects. Therefore, co-benefits resulting from the targeted transition projects implementation (see previous paragraph) will also be up-scaled.

In addition, the Operator's organization and governance will be designed to address systemic barriers also through cross-cutting levers such as:

- **Governance/social innovation** by moving away from traditional top-down governance, trusting stakeholders to act collectively as co-developers and enablers of climate-neutrality.
- **Stakeholder participation** by engaging all stakeholders/citizens to take ownership of the solutions, contribute to defining the Operator's functionalities and decision-making process and by giving them full access to key data to assess progress made.
- **Finance/funding** through engagement and empowerment of the local stakeholders/citizens, the Operator will transform energy consumers into active decision-makers, co-designers of financing tools, and into financial contributors to climate-neutrality (e.g via innovative schemes such as crowdfunding, PPA etc.).
- **Learning&capabilities**: Operator's governance will involve a significant component of observation, reflection, and learning in its decision-making processes, it will ensure a strong and sustainable Reflexive Governance to drive DM towards climate neutrality.

Those cross-cutting levers will allow the Operator to change DM's pathway to decarbonisation mainly by improving Social inclusion&Democracy and increasing local Economic development (below):
Social inclusion&Democracy (*Expected Impacts* -> Operator's lever / Tool**)**
Enhanced citizen&communities' participation **->One stop shop: physical place to allow meeting, sharing&innovation creation.**
Improved social cohesion, gender equality, equity **->**Promote&implement chart signature including numerous stakeholders**.**
improved functioning of democratic institutions **->**Decision making connected to DM official voting councils by preparing votes proposals**.**

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Increased awareness of social issues **->** Display of economic interconnection about energy
Improved access to information, awareness&behavior change **->** Data hub**.**

Economic Development (***Expected Impacts*** -> Operator's lever / Tool**)**
Increased investments in R&I **->** List of financial needs by type of nature (debt, grants…) with focus on R&I specific operations**.**
Increased number of skilled jobs&rate of employment **->** Improvement of partnership with local education stakeholders for academic/professional trainings**.**
Increased economic thriving (quality of jobs etc.) -> Identification of skills/jobs for local needs.
Increased technological readiness&adoption rate -> The Purchase platform will accelerate local acceptance and readiness for technological changes.
Local economic activity&global connectivity / Increased local entrepreneurship & local businesses/ventures -> One Stop Shop and Purchase Platform will allow to tackle synergy and mutualization opportunities between projects.
Mainstreaming of new economic models (proximity&sharing economy) **->**Innovative economic models shall come out from collaboration of the involved stakeholders**.**

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Work Packages	
WP0 Project Management (M1-M24)	WP0, coordinated by DM, aims to ensure the efficient implementation of the present project within contractual budget, quality requirements and deadlines, to ensure effective communication and exchange of information between the beneficiaries. The main tasks of this WP are the following: - Achievement of the project objectives and milestones through a simple and efficient coordination by DM. - Financial and administrative management, including preparation and on-time delivery (within 60 days following the end of each reporting period) of interim and final reporting, including technical report and financial report (together with financial statement Certificate from each beneficiary). - Continuous monitoring, update and analysis of project?s risks, and identification of mitigation measures. - Sensemaking and cross-fertilization activities to define milestones and progress indicators and to assess achievement of impacts, and to implement a continuous improvement loop. To ease project?s implementation, and given the limited number of beneficiaries, the project will rely on a simple management structure, i.e: - A Project Management Committee, convened on a 3 months basis, chaired by the Project Coordinator and gathering the WP leaders, in charge of the management of the project, assessing the project?s progress and implementing corrective measures if needed. - An Operator Prefiguration Committee, meeting every 3 months, to get continuous feedback on the targeted territorial pilot transition projects. This Committee will capture and disseminate learning notably through development of "sensemaking" sessions to generate valuable and exploitable ideas, refine the course of action, optimize decision making and capacity building (with the participation of DM officials and ad hoc external experts from academia and industry). This Committee will integrate results and recommendations from the Learning Framework that will be defined in WP6 (T6.3). Hence, the Committee will act as a ?Proof of Concept? of the future Operator?s Reflexive Governance. Both Committees feeds DM?s Territorial Climate Committee for decision and Development Committee for recommendations.
WP1 Specifications and creation of the Massification Operator (M1-M24)	WP1 will be at the core of the project as it will aim at analyzing and identifying the most appropriate legal form of the future Massification Operator, building on the key needs identified by DM and then to proceed to its creation.
WP2 Massification Operator's One-Stop Shop functionality (M3-M17)	WP2 objective is to define the roles, missions, format and conditions of implementation of the one-stop-shop that will be one of the key functionalities of the Massification Operator.
WP3 Transition Operational Planner & Observer functionality (M6-M20)	The aim of WP3 is to define the Massification Operator?s mandate, operational activities and processes required to enable the Operator to operate as a Territorial Transition Planner & Observer. While territorial political, strategic and overarching objectives will keep being defined at DM level, the Operator will act as its

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	operational armed wing, able to reduce fragmentation and ease massification of actions to reach these objectives. To do so, the future Operator will notably: - Launch strategic studies, mapping, analysis to carry out specific diagnosis and launch initiatives accordingly and proactively. - Identify projects at development stage, or future projects (projects? implementation can be led by DM itself, private or public stakeholders, or by both the Operator and project developers). - Collect expectations from the territory (expressions of interest of stakeholders willing to launch projects contributing to climate-neutrality). - Prioritize, accompany and oversee projects? development & implementation notably through supporting functionalities (WP2, WP4, WP4, WP5). - Monitor and report transition project?s impacts, co-benefits, synergies and mutual interdependencies through a dedicated Monitoring, Evaluation & Learning Framework adequate to inform DM?s decision-making and policy directions towards Dijon climate-neutrality.
WP4 Massification Operator's mutualization functionality (M9-M20)	WP4 aims to identify transition projects synergies opportunities as well as development and implementation activities that could be mutualized through the Massification Operator to reduce projects? fragmentation and unitary development costs.
WP5 Massification Operator’s Financing Functionality (M6-M20)	
WP6 MEL Framework and Impact Pathways (M1-M18)	WP6 objective is to refine the design of the Monitoring, Evaluation, and Learning activities and set up an efficient framework to implement Impact Pathways to support the completion of Dijon CCC goals. For expected impacts to be disseminated internally (within DM organization) and externally (citizens, communities?), WP6 will feed both the definition of the functioning of the Massification Operator as a Territorial Operational Planner (WP3) and communication activities (WP7). This will ensure that data and insights generated from MEL activities feed into project management, policy adaptation, as well as decision making about new climate actions/solutions but also will serve as a basis for effective communication of envisioned impacts to a wide range of stakeholders.
WP7 Replication, capacity-building, learning and communication(M1-M24)	WP7 aims at reaching the following objectives: Communication and media activities: - Ensure maximum visibility of project?s results and achievements by promoting the objectives and results on dedicated webpages (RESPONSE, DM, EDF, NZCP?s P2P Social Network and Collaboration Space, EnergyCities, etc.) to raise awareness about the pilot activities, and promote the European Commission?s financial support; - Disseminate project achievements to multiple audiences (industrial community, public authorities, citizens, etc.) through participation to events. Replication, Capacity-Building and Learning activities: - Develop the project outreach, exchange of best practices and return on experience towards / with peer cities (visiting peer cities during 2 days, and welcoming peer cities in DM); - Participate in NZCP?s City Learning Programme in order to assess replication with 2-3 EU Twin cities. - Share lessons learnt and recommendations with cities involved in RESPONSE and other city networks, so as to raise interest in replicating such pilot activities, and

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	share return on experience within European initiatives and networks (ScalableCities, EnergyCities, etc.). - Accompany the internal reorganization of DM Departments through trainings of DM staff, i.e. thematic masterclasses aiming at raising knowledge about the set of solutions to be massified to decarbonize key emission domains, and about cross-cutting challenges (regulatory framework?s evolution); - Collect the training needs of local private and public stakeholders through consultation processes to enable define mutualized trainings initiatives (WP4). - Implement a Reflexive Learning Approach relying on sensemaking activities (see WP0 for more details) to create a continuous improvement loop. Based on T6.3 results, support learning diffusion within the city and across-cities to scale-up interventions and transfer learning.

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Work Plan

Project / Work Package Name	Deliverable	Planned Start Date	Level	Deliverable/Activity: Name	Planned End Date	Description
FAASST-NZ : Facilitate trAnsition Actions maSSification Towards Net Zero - WP0 Project Management (M1-M24)	Project Management	01/05/2023	Deliverable	Project Management	30/04/2025	WP0, coordinated by DM, aims to ensure the efficient implementation of the present project within contractual budget, quality requirements and deadlines, to ensure effective communication and exchange of information between the beneficiaries. The main tasks of this WP are the following: - Achievement of the project objectives and milestones through a simple and efficient coordination by DM; - Financial and administrative management, including preparation and on-time delivery (within 60 days following the end of each reporting period) of interim and final reporting, including technical report and financial report (together with financial statement Certificate from each beneficiary); - Continuous monitoring, update and analysis of project?s risks, and identification of mitigation measures. - Sensemaking and cross-fertilization activities to define milestones and progress indicators and to assess achievement of impacts, and to implement a continuous improvement loop. To ease project?s implementation, and given the limited number of beneficiaries, the project will rely on a simple management structure, i.e: - A Project Management Committee, convened on a 3 months basis, chaired by the Project Coordinator and gathering the WP leaders, in charge of the management of the project, assessing the project?s progress and implementing corrective measures if needed. - An Operator Prefiguration Committee, meeting every 3 months, to get continuous feedback on the targeted territorial pilot transition projects. This Committee will capture and disseminate learning notably through development of "sensemaking" sessions to generate valuable and exploitable ideas, refine the course of action, optimize decision making and capacity building (with the participation of DM officials and ad hoc external experts from academia and industry). This Committee will integrate results and recommendations from the Learning Framework that will be

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Project / Work Package Name	Deliverable	Planned Start Date	Level	Deliverable/Activity: Name	Planned End Date	Description
						defined in WP6 (T6.3). Hence, the Committee will act as a ?Proof of Concept? of the future Operator?s Reflexive Governance. Both Committees feeds DM?s Territorial Climate Committee for decision and Development Committee for recommendations.
FAASST-NZ : Facilitate trAnsition Actions maSSification Towards Net Zero - WP1 Specifications and creation of the Massification Operator (M1-M24)	D1 Updated "Expression of Needs"	01/05/2023	Activity	T1.1 Analysis of core needs	30/04/2024	To properly carry out that task, DM will first launch a consultation to select an external consultancy with proven legal expertise. The work of the consultancy will build on a pre-feasibility study to be launched by the end of 2022 (on DM?s own budget). Once selected, the external consultancy, together with DM, will implement a 3-step process: - Analyze, prioritize and refine the core needs pre-identified by DM; - Challenge the initial assumptions and hypotheses taken by DM; - DM will organize working groups with key external stakeholders to discuss and refine this list of core needs (in particular with the 1st circle of stakeholders, i.e. financing institutions and industrial stakeholders likely to become members/shareholders of the future Operator). A wider consultation will also enable to collect citizens? inputs.
			Deliverable	D1 Updated "Expression of Needs"	30/04/2024	Deliverable 1 will summarize the Operator' scope and set the framework and boundaries for the creation of the Operator' functionalities. Hence Deliverable 1 will feed activities of WP2, 3, 4 and 5.
	D2 Definition of 2 legal options compatible with the updated Expression of Needs	01/05/2023	Activity	T1.2 Identification and Prioritization of different legal options	30/04/2024	- Update and refine the diagnosis of existing initiatives at local level (public-private structures, public agencies, etc.) to build on best practices and lessons learnt. - Analyze and prioritize the 2 or 3 best legal options enabling to meet all the needs previously refined (see above). These options could involve the creation of a single Operator or of multiple Operators (Association, Publicly-owned structure, Public-Private structure, together with Special Purpose Vehicles, etc.) able to act as an engineering office and to act an investor on a case-by-case basis.
			Deliverable	D2 Definition of 2 legal options compatible	30/04/2024	Definition of 2 legal options/scenarios compatible with the updated Expression of Needs

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Project / Work Package Name	Deliverable	Planned Start Date	Level	Deliverable/Activity: Name	Planned End Date	Description
				with the updated Expression of Needs		
	D3 Adoption of the Massification Operator' Shareholders' Agreement	01/05/2024	Activity	T1.3 Definition of the Operator's key features and its creation	30/04/2025	Definition of the Massification Operator?s key features and creation of the Operator Once defined the most appropriate legal options, DM will launch a work cycle with external stakeholders, to refine or define: - Collaborative governance models based on trust and commitment; - Efficient articulation between the Operator?s governance and DM?s governance; - Business models to ensure financial sustainability of the pilot activities after the end of the project (revenue streams, private or public funding needs, etc.); - Competences and expertise needed to populate the multi-skilled team, and identify where to find these competences, and status of the multi-skilled permanent team members (employees of the Operator, staff seconded from public or private organizations, etc.); - Contributions (in capital, human resources/skills, etc.) from local stakeholders to the future Operator, and, in the case of the creation of a public-private Operator, to define its Shareholders Agreement, voting rights, capital distribution. To refine these key features, DM, with the support of EDF and of the external consultancy, will rely in particular on exchanges with and inputs from: - Financial Institutions, such as the European Investment Bank, Caisse des Dépôts, private banking institutions, funding agencies; - Industrial organizations such as Energy Utilities, Construction Companies, Housing Companies. In additions, requirements and implementation conditions of the main Operator?s functionalities defined in WP2, 3, 4 and 5 will be taken into account in the definition of the Operator?s key features. Also, the Learning framework defined in WP6 will feed the definition of the Operator?s Reflexive Governance. Finally, upon formal decision of DM (voted by DM?s Metropolitan Council) related to the creation of the Operator itself, its official mandate, and DM?s financial and HR contribution to the Operator, DM will launch the formal creation of the Operator with the members/shareholders identified.

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Project / Work Package Name	Deliverable	Planned Start Date	Level	Deliverable/Activity: Name	Planned End Date	Description
			Deliverable	D3 Adoption of the Massification Operator' Shareholders' Agreement	30/04/2025	Adoption of the Massification Operator' Shareholders'/Members' Agreement (M24).
FAASST-NZ : Facilitate trAnsition Actions maSSification Towards Net Zero - WP2 Massification Operator's One-Stop Shop functionality (M3-M17)	D4 Definition of the one-stop-shop's specifications	01/07/2023	Activity	T2.1 Definition of the specifications of the One-Stop-Shop functionality	30/04/2024	This Task will build on the results of the refined expression of needs done in WP1. DM, through a diagnosis of the barriers to massification, has identified the need to implement a one-stop-shop, open to all local stakeholders, able (through a multi-skilled team) to provide guidance and recommendations at technical, financial and regulatory levels, acting as an engineering consultancy. T2.1 aims at refining the expectations from local stakeholders (citizens, associations/NGOs, private companies) so as to define the One-Stop-Shop's characteristics. To do so, DM will design a consultation aiming at collecting the expectations of the local stakeholders in terms of: - Capabilities, skills and expertise of the one-stop-shop; - Format of the one-stop-shop (physical office, living lab, hotline, etc.). In addition, this Task will integrate the results of the study ?Mission d?étude sur la préfiguration d?un tiers-lieu de ressources et d?innovations pour la ville intelligente et décarbonée? ordered by Dijon Metrople, as to define how and where could a city implement an efficient coordination tool.
			Deliverable	D4 Definition of the one-stop-shop's specifications	30/04/2024	
	D5 Roadmap for the One-Stop-Shop Implementation	01/05/2024	Activity	T2.2 Definition of the One-Stop-Shop implementation conditions	30/09/2024	Building on the results of T2.1, DM will: - Define the competences and expertise needed for the one-stop-shop (in relation with the work carried out in WP1 aiming to define the HR contributions foreseen by the Operator?s future members/shareholders); - Define the form(at) of the One-Stop-Shop: Access through a Digital Platform and access to the permanent Team through physical office/Living Lab, etc. - Define the technical specifications for the development of a Digital Platform open to all stakeholders, enabling to provide

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Project / Work Package Name	Deliverable	Planned Start Date	Level	Deliverable/Activity: Name	Planned End Date	Description
						detailed information about the Massification Operator and to collect the expectations and needs of the territory.
			Deliverable	D5 Roadmap for the One-Stop-Shop Implementation	30/09/2024	
FAASST-NZ : Facilitate trAnsition Actions maSSification Towards Net Zero - WP3 Transition Operational Planner & Observer functionality (M6-M20)	D6 Set of tools, channels and processes to identify local transition projects	01/10/2023	Activity	T3.1 Define tools, channels, processes to identify projects and opportunities	31/07/2024	Define tools, channels and processes to carry out the identification of territorial transition projects and opportunities - Review of existing tools and data (used by local stakeholders) to identify transition projects and identify the gaps to be addressed. Several existing tools will be useful like the Climate Energy Dashboard developed by EIFER in RESPONSE project. This Climate Energy Dashboard will be fed by a Datalake which will collect all the data needed to have a clear picture of the consumptions and emissions for the 3 key emissions domains targeted (mobility, residential and tertiary buildings) like electricity consumption, heat consumption, gas consumption, air quality data, mobility flows... Besides, the experimentation currently conducted with the company EVERIMPACT to monitor direct carbon emissions will also be considered. - Design of complementary channels and processes to collect project ideas. It will build on channels already implemented on DM territory by public authorities such as and Regional Council?s workshops dedicated to specific sectors such as urban mobility but also by professional organization such as DM?s Chamber of Commerce and Industry periodic thematic meetings between territorial actors or building sector?s existing thematic working groups (e.g Energy efficiency working group). - Implement tools to monitor the regulatory framework, with associated constraints and opportunities.
			Deliverable	D6 Set of tools, channels and processes to identify local transition projects	31/07/2024	Set of complementary tools, channels and processes to identify local transition projects.

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Project / Work Package Name	Deliverable	Planned Start Date	Level	Deliverable/Activity: Name	Planned End Date	Description
	D7 Open Version of the Climate Energy Digital Dashboard to boost empowerment	01/10/2023	Activity	T3.2 Climate Energy Digital Dashboard	31/07/2024	Improve the Climate Energy dashboard in order to have a completely accessible version of the Dashboard (to all stakeholders and citizens) at DM level to be used as an empowerment tool.
			Deliverable	D7 Open Version of the Climate Energy Digital Dashboard to boost empowerment	31/07/2024	Open Version of the Climate Energy Digital Dashboard to boost empowerment.
	D8 Territorial Operational Planner's procedures and methodologies	01/08/2024	Activity	T3.3 Methodologies assessing and reporting transition projects' impacts	31/12/2024	Define methodologies to assess and report transition projects? impacts and define processes to contribute to their prioritization This Task will rely in particular on results of WP6 which will design an efficient Monitoring, Evaluation & Learning Framework enabling to feed the Massification Operator with relevant data and insights on transition projects and interventions impacts. This Task aims to define methodologies and processes to integrate these data and insights to feed projects prioritization and inform DM?s decision-making and policy directions towards Dijon climate-neutrality. - Design of a complete methodology and procedure to assess transition projects? maturity, potential contribution to climate-neutrality objectives, synergies/complementarities with other projects to enable to assess its priority level (see following point). - Define methodology to Prioritize transition projects? development & implementation. - Define monitoring and reporting methodologies to inform DM?s decision-making on results and achievement towards Climate Neutrality objectives and to convey prioritization recommendations and advice. This task will in particular provide key input to WP1 (T1.3) to define an efficient articulation between the Operator?s governance and DM?s governance to support the achievement of DM Climate Neutrality.
			Deliverable	D8 Territorial Operational Planner's procedures and methodologies	31/12/2024	Set of procedures and methodologies for the Territorial Operational Planner functionality

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Project / Work Package Name	Deliverable	Planned Start Date	Level	Deliverable/Activity: Name	Planned End Date	Description
FAASST-NZ : Facilitate trAnsition Actions maSSification Towards Net Zero - WP4 Massification Operator's mutualization functionality (M9-M20)	D10 Common Purchase Platform key features (organization, procedures and tools)	01/06/2024	Activity	T4.2 Definition of the Common Purchase Platform functionality	31/12/2024	This task specifically aims at defining the conditions for the implementation within the Operator of a Common Purchase Platform. The Operator will have visibility on the project pipeline by collecting and prioritizing projects (WP3) while looking for synergies, and thus will be able to perform ?demand pooling?. This Platform would allow to launch consultations/reverse auctions/bidding processes to purchase services/equipment on behalf of a group of transition project developers, so as to benefit from economies of scale and affordable prices through the purchase of larger volumes. This task will focus on two aspects: - Feasibility Study, focusing on the legal constraints of such a Common Purchase Platform. - Definition of the methodology, procedures and tools (e-procurement platform) to launch these joint purchases.
			Deliverable	D10 Common Purchase Platform key features (organization, procedures and tools)	31/12/2024	
	D9 Report on Operator’s mutualization options and priorities.	01/01/2024	Activity	T4.1 Identification of mutualization potential and needs	31/10/2024	This Task will take into account inputs from WP1 and WP2 (One-Stop-Shop specifications). The consortium (with the ad-hoc support of external experts) will carry out: - An analysis of the transition projects synergies opportunities (i.e. the key and/or mandatory steps/activities of a project development). - An analysis of transition projects development and implementation activities to be mutualized in priority to reduce project fragmentation and reduce project?s unitary development costs, e.g mutualize when possible costs of preliminary (including environmental) studies, electrical connection studies, purchase of equipment, etc. - An analysis of the main ?products? (studies, equipment, civil works, other) for which Common Purchases (coordinated purchase approach) would have the main impact on costs; In addition, the Consortium will identify the support that could be provided by the Massification Operator to identify/design mutualization approaches that would benefit to project developers, e.g.: - Provide technical engineering services (based on a multi-skills

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Project / Work Package Name	Deliverable	Planned Start Date	Level	Deliverable/Activity: Name	Planned End Date	Description
						team) to assess and define optimized synergies and mutualization paths; - Provide a list of references (sourcing of technology providers, engineering and environmental consultancies, etc.) to all stakeholders; - Establish framework contracts with providers; - Provide tools to mutualize and reduce costs: launch reverse auctions to drive down costs (protecting project developers against ?overpayment?), launch common purchase of studies/equipment, set up an e-procurement platform. - Collect and gather common specific skill needs to support the implementation of efficient capacity buildings tools with academic and continuous training organisms.
			Deliverable	D9 Report on Operator's mutualization options and priorities.	31/10/2024	
FAASST-NZ : Facilitate trAnsition Actions maSSification Towards Net Zero - WP5 Massification Operator's Financing Functionality (M6-M20)	D11 Consolidated view on transition projects financing needs	01/10/2023	Activity	T5.1Identification of local financing needs	31/07/2024	Building on T2.1 and T4.1 results, DM will: - Analyze and prioritize the fundings needs of transition project developers, i.e., define the type of financing support and models looked for by project developers (loans, guarantees, equity, debt, grants, third-party investments, etc.) so as to refine the set of financing options provided by the Operator. This activity will involve the implementation of working groups with key stakeholders. - Identify financial needs by type of leverage (equity, debt, grants, obligations). - Based on DM?s strategic objectives related to the 3 transition domains targeted in priority by the Operator, define a multi-annual financing projection (i.e. financing needs given the results to be expected, e.g., M? of financing needed for the deployment of X MW of solar production on DM territory by 2030).
			Deliverable	D11 Consolidated view on transition projects financing needs	31/07/2024	

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Project / Work Package Name	Deliverable	Planned Start Date	Level	Deliverable/Activity: Name	Planned End Date	Description
	D12 Analysis of the projects financing tools and implementation Roadmap	01/08/2024	Activity	T5.2 Definition of the financing tools and their implementation	31/12/2024	Definition of the Operator?s financing tools and the modalities/conditions for their implementation DM and its partners will refine the Operator projects financing tools and define the roadmap (conditions, steps and milestones) for their implementation. The following options will be considered in priority: - Operator acting as a middleman. - Crowdfunding: the Operator would be linking transition project developers with possible project financers, promoting it towards local stakeholders to speed up project implementation. - Power Purchase Agreement: the Operator will connect renewable electricity project developers with potential customers at local level (or emit itself green bonds when acting as an investment fund, see below). - Green Finance: the Operator will link renewable energy projects emitting green bonds with capital providers. - Operator acting as a negotiator, able to pool projects and to reach out to local, national or European financing institutions to negotiate loans with preferential rates (DM will build on its bilateral discussions carried out in WP1). - Operator acting as a third-party investor/an investment fund, able to raise debt financing and to become an equity partner of Special Purpose Vehicle created for specific projects. This model will be linked to WP1 results and the choice of the legal form/status of the Operator, its business model (e.g investment and profitability criteria). - Operator able to monetize energy savings and CO2 reduction through innovative financing schemes (e.g specific financial leverage to be created as ?green bonds? or equivalent).
			Deliverable	D12 Analysis of the projects financing tools and implementation Roadmap	31/12/2024	Synthesis of the analysis of the Operator projects financing tools and associated implementation Roadmap
FAASST-NZ : Facilitate trAnsition Actions maSSification Towards Net Zero - WP6 MEL	D13 Mapping of transition actions potential impacts, co-benefits, synergies	01/05/2023	Activity	T6.1 Mapping of impacts, co-benefits, synergies and risks of transition actions	30/09/2023	Refine the mapping of impacts, co-benefits, synergies and risks of transition actions/projects to be implemented to reach Net Zero (M1-M5) Building on a pre-analysis of existing pilot transition actions/projects, this task aims to refine the

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Project / Work Package Name	Deliverable	Planned Start Date	Level	Deliverable/Activity: Name	Planned End Date	Description
Framework and Impact Pathways (M1-M18)						mapping of the Massification Operator medium-term outcomes and long-term impacts. In particular, this analysis will focus on identifying mutual interdependencies and consider a wider array of indirect and co-benefits entailing some outcomes that are critical yet hard to evaluate and measure (e.g. social indicators like inclusion). This will allow to identify and design a range of measurement tools and methods to integrate qualitative and qualitative data (KPIs) to build a coherent MEL framework in Task T6.2.
			Deliverable	D13 Mapping of transition actions potential impacts, co-benefits, synergies	30/09/2023	Mapping of transition actions/projects potential impacts, co-benefits, synergies and mutual interdependencies.
	D14 Operator's Learning, Monitoring & Evaluation Framework	01/10/2023	Activity	T6.2 Build an efficient MEL Framework	31/10/2024	Build an efficient Monitoring, Evaluation & Learning Framework adequate to inform decision-making and policy directions towards Dijon climate-neutrality (M6-M18) The objective of this Task is to define the MEL framework enabling to feed the Massification Operator with relevant data and insights on transition projects/interventions impacts to support the functioning of the Operator as Territorial Operational Planner and Observer (WP3). - Identification of relevant KPIs based on envisioned change. - In-depth analysis of existing DM?s M&E and reporting mechanisms (practices, infrastructures, tools) to identify the gaps to be addressed in the context of specific NZC MEL needs. In particular, those gaps will be complemented with the support of the NZC MEL framework, tools and indicator sets. - Design of the Learning, Monitoring and Evaluation framework. It will take into account key results and recommendations from T6.3 dedicated to Learning aspects.
			Deliverable	D14 Operator's Learning, Monitoring & Evaluation Framework	31/10/2024	Operator's Learning, Monitoring & Evaluation Framework, including guidelines to enable articulation with existing Dijon's M&E and reporting mechanisms.
	D15 Operator's Learning framework and learning diffusion guidelines	01/10/2023	Activity	T 6.3 Design an organizational learning framework	31/10/2024	T6.3: Design an organizational learning framework (M6-M18) This task aims to design an organizational learning framework enable to support the Massification Operator?s reflexive

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Project / Work Package Name	Deliverable	Planned Start Date	Level	Deliverable/Activity: Name	Planned End Date	Description
						governance to drive DM?s transitions towards climate neutrality. This task will provide key inputs to WP0 (Operator Prefiguration Committee), WP1 (Operator governance features) and WP7 (Replication, capacity building and Learning activities). To do so, the following actions will be implemented: - Identification and definition of models (structure, continuous process of stock-taking and synthesis to generate real-time insights) to evaluate which solutions are working, in what contexts, for whom and why and obtain rapid learnings from the implementation of transformative actions. - Identification of mechanisms (processes, tools, resources) to be integrated in the Operator?s governance (see WP1) to involve a significant component of observation, reflection, and learning in decision making processes. In particular, results and recommendations will feed continuously the Operator Prefiguration Committee that will act as a ?Proof of Concept? of the future Operator?s Reflexive Governance. - Mapping of key internal (within DM organization) and external (citizens, communities?) stakeholders. - Definition of processes Dijon can follow to accelerate impacts and support learning diffusion within the city and across-cities to scale-up interventions and transfer learning. It will in turn feed the Capacity building and Learning activities (see WP7).
			Deliverable	D15 Operator’s Learning framework and learning diffusion guidelines	31/10/2024	Operator’s Learning framework (including guidelines for implementation in Operator’s governance) and learning diffusion guidelines (including mapping of key stakeholders)
FAASST-NZ : Facilitate trAnsition Actions maSSification Towards Net Zero - WP7 Replication, capacity-building, learning and communication(M1-M24)	Replication, capacity-building, learning and communication	01/05/2023	Deliverable	Replication, capacity-building, learning and communication	30/04/2025	WP7 aims at reaching the following objectives: ? Communication and media activities o Ensure maximum visibility of project?s results and achievements by promoting the objectives and results on dedicated webpages (RESPONSE, DM, EDF, NZCP?s P2P Social Network and Collaboration Space, EnergyCities, etc.) to raise awareness about the pilot activities, and promote the European Commission?s financial support; o Disseminate project achievements to multiple audiences (industrial community,

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Project / Work Package Name	Deliverable	Planned Start Date	Level	Deliverable/Activity: Name	Planned End Date	Description
						public authorities, citizens, etc.) through participation to events. ? Replication, Capacity-Building and Learning activities o Develop the project outreach, exchange of best practices and return on experience towards / with peer cities (visiting peer cities during 2 days, and welcoming peer cities in DM); o Participate in NZCP?s City Learning Programme in order to assess replication with 2-3 EU Twin cities. o Share lessons learnt and recommendations with cities involved in RESPONSE and other city networks, so as to raise interest in replicating such pilot activities, and share return on experience within European initiatives and networks (ScalableCities, EnergyCities, etc.). o Accompany the internal reorganization of DM Departments through trainings of DM staff, i.e. thematic masterclasses aiming at raising knowledge about the set of solutions to be massified to decarbonize key emission domains, and about cross-cutting challenges (regulatory framework?s evolution); o Collect the training needs of local private and public stakeholders through consultation processes to enable define mutualized trainings initiatives (WP4). o Implement a Reflexive Learning Approach relying on sensemaking activities (see WP0 for more details) to create a continuous improvement loop. Based on T6.3 results, support learning diffusion within the city and across-cities to scale-up interventions and transfer learning.

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Risks														
Risk Register	Deliverable / Activity	Risk: Risk Name	Description	Category	Risk Horizon	Risk Level	Probability	Priority	Potential Impact	Probability Score	Impact Score	Overall Score	Control Over Risk	Mitigation Strategy Description
Impact/Outcomes risks	(Activity: WP6)	Environmental	The Massification Operator goal is to unlock the massive deployment of transition projects on all DM territory. This massive deployment could make it more difficult to analyze inter-dependencies and indirect impacts of those projects and therefore make sure all projects comply with the DNSH principle	Other	Long-term	Medium Low Risk	Low		Low	2	2	4	High	Already engaged: Building on the knowledge of RESPONSE project, the Operator will in the short term support projects relying on technological solutions and services already demonstrated and whose indirect impacts are already well defined. All these solutions and related transition projects fully respect the DNSH principle. To be engaged: in the longer term, the Operator to be created will integrate a comprehensive Monitoring, Evaluation & Learning Framework (see WP6) that will ensure in particular that impacts and risks of projects will be assessed in details with adapted KPIs and feed policy adaptation and decision making about new climate actions/solutions to respect the DNSH principle as defined in the taxonomy.

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Risk Register	Deliverable / Activity	Risk: Risk Name	Description	Category	Risk Horizon	Risk Level	Probability	Priority	Potential Impact	Probability Score	Impact Score	Overall Score	Control Over Risk	Mitigation Strategy Description
Impact/Outcomes risks	(Activity: WP0/WP1)	Public/Social acceptance	Public/Social acceptance issue related to 2 levels: 1-the roles/missions of the Massification Operator and 2-Implementation of massive transition projects/actions	Other	Long-term	Low Risk	Very Low		Low	1	2	2	Low	The pilot project will establish a participatory approach, engaging stakeholders and citizens to take ownership and contribute to define the Operator?s functionalities (using DM?s existing co-construction processes and RESPONSE tools) tailored to citizens? needs (WP2 to WP5): collection and analysis of local stakeholders? (especially citizens) needs will ensure that the Operator created (role, governance, functionalities) meet their expectations. The Operator governance model will involve stakeholders in the Operator?s decision-making process, co-creation of coordinated actions portfolios, while giving them full access to key data and KPI enabling to assess progress made. This will in turn ease social acceptance.

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Risk Register	Deliverable / Activity	Risk: Risk Name	Description	Category	Risk Horizon	Risk Level	Probability	Priority	Potential Impact	Probability Score	Impact Score	Overall Score	Control Over Risk	Mitigation Strategy Description
Impact/Outcomes risks	To be noted that it is not a risk fort the implementation of this pilot project (24 month) as the next municipal elections will be held in 2026 (Activity: WP0/WP1)	Change of City?s climate strategy	DM change of Governance (following election) could lead to a change in its climate strategy and comitment. It could impact the mid/long term sustainability of the Operator to be created.	Governance & Management	Long-term	Medium Low Risk	Very Low		High	1	4	4	Medium	DM?s comitment to reach climate neutrality is already well implemented in its strategy since many years (see Section Mandate to Act) and this ambition will be strengthen in 2023 with the signature of the CCC. This comitment is also well implemented in its organization (see creation of the new Directorate General for Climate Transition). To be engaged: Capacity-building through trainings of DM staff (e.g. educational workshops, masterclasses, trainings led by internal or external experts) will be organized, to ensure that DM Departments take ownership of transition solutions and the key role of the Massification Operator created during the project. In addition, the project will involve all stakeholders, with a strong focus on citizen participation, in the creation process of the Operator to ensure stakeholder engagement and ensure the sustainability of the Operator in the medium/long term whatever the change in DM political governance.

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Risk Register	Deliverable / Activity	Risk: Risk Name	Description	Category	Risk Horizon	Risk Level	Probability	Priority	Potential Impact	Probability Score	Impact Score	Overall Score	Control Over Risk	Mitigation Strategy Description
Impact/Outcomes risks	(Activity: WP0/1/7)	Lack of stakeholders mobilization over time	In the medium/long term, if the interest and participation of stakeholders within the Operator is not sufficient, the Operator will no longer have enough transition projects to support in ist pipe and therefore lose its usefulness as Massification Operator (One-Stop-Shop, Territorial Operational Planner, Synergy and Mutualization Identifier and Financing Support Provider)	Strategic	Long-term	Medium Risk	Low		Medium	2	3	6	High	Already planned: the consortium will rely on the collection (through consultation process, see WP2 to WP5) and analysis of local stakeholders? needs to make sure they embrace the dynamic created and that the Operator created (role, governance, functionalities) meet their expectations. To be engaged: WP3 will allow to define tools, channels and processes enabling the Massification Operator to carry out the identification of territorial transition projects but also opportunities (e.g. related to regulatory changes). In addition, the One-Stop-Shop to be created within the Operator will allow a direct link with local stakeholders and project developers enabling to refine continuously the expectations from local stakeholders (citizens, associations/NGOs, private companies) and in turn adapt the Operator features (including governance), functionalities and tools to local needs. This continuous process will enable the Operator to adapt over its lifetime to local needs and in turn ensure stakeholders mobilization over time.

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Risk Register	Deliverable / Activity	Risk: Risk Name	Description	Category	Risk Horizon	Risk Level	Probability	Priority	Potential Impact	Probability Score	Impact Score	Overall Score	Control Over Risk	Mitigation Strategy Description
Impact/Outcomes risks	(Activity: WP0/WP1)	Massification Operator resources	Once created, the Massification Operator operation will rely notably on members/shareholders contributions/funding. An unforeseen withdrawal (financial difficulty, change in company priorities, etc.) of one the main members/shareholders could impact the Operator operation.	Financial	Long-term	Medium Low Risk	Low		Low	2	2	4	High	Already engaged: the Massification Operator will be Multi-stakeholders and build on this principle also to limit its resources dependency from a unique partner/shareholder (deconsolidation). In addition, the Massification Operator will integrate its own Business models to ensure the financial sustainability of the pilot activities after the end of the project (revenue streams, private or public funding needs, etc.). To be engaged: WP1 aims not only to define the best legal option to implement the Massification Operator but also to identify back-up options that could be envisaged to enhance the Operator agility and its ability to deal with difficulties such as the withdrawal of a funding partner. These risks will be taken into account in the definition of the Operator key features (see T1.3).

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Risk Register	Deliverable / Activity	Risk: Risk Name	Description	Category	Risk Horizon	Risk Level	Probability	Priority	Potential Impact	Probability Score	Impact Score	Overall Score	Control Over Risk	Mitigation Strategy Description
Pilot activities implementation risks	Resources (HR, investment,etc.) tob e engaged by each partner to implement the project does not represent a significant part of their internal resources. Hence the risk is very low. (Activity: WP0/1/2/3/4/5/6/7)	Resources shortage	Partner unforeseen resources shortage preventing to maintain their activity throughout the period of the pilot project.	Operational	Short-term	Medium Low Risk	Very Low		Medium	1	3	3	High	To be engaged: the Project Management Committee (WP0) will ensure the project is implemented according to estimated budget, thus preventing the risk of an unforeseen need for additional financial resources by the partners

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Risk Register	Deliverable / Activity	Risk: Risk Name	Description	Category	Risk Horizon	Risk Level	Probability	Priority	Potential Impact	Probability Score	Impact Score	Overall Score	Control Over Risk	Mitigation Strategy Description
Pilot activities implementation risks	Several options are considered to create such a Massification Operator. These options could involve the creation of a single Operator or of multiple Operators (Association, Publicly-owned structure, Public-Private structure, together with Special Purpose Vehicles, etc.). (Activity: WP0/WP1)	Legal framework	Legal framework hindering the creation of the Massification Operator by the end of the pilot project (24 months)	Legal	Medium-term	Medium Low Risk	Very Low		Medium	1	3	3	High	Already engaged: Preliminary legal analysis carried out by partners does not identify any regulatory/legal barriers. A pre-feasibility study will be launched by the end of 2022 (on DM?s own budget) to identify the main legal options for the Massification Operator creation. To be engaged: Building on the results of this pre-feasibility study, Project partner will engage an exhaustive analysis on these aspects as described in detail in WP1. In case of major difficulty to carry out the creation of the Operator by the end of the Project according to the best legal option identified, a first version of this Operator will be created as an Association (easiest option) to maintain the dynamic created by the project.

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Risk Register	Deliverable / Activity	Risk: Risk Name	Description	Category	Risk Horizon	Risk Level	Probability	Priority	Potential Impact	Probability Score	Impact Score	Overall Score	Control Over Risk	Mitigation Strategy Description
Pilot activities implementation risks	(Activity: WP0/WP1)	Massification Operator funding	Difficulty to close the financing round to launch the Massification Operator by the end of the pilot project duration (24 months)	Financial	Short-term	Medium Low Risk	Very Low	High	Medium	1	3	3	High	Already engaged: While the final model to be implement will be defined during NZCP project, the overall model and first orientations to manage the future Operator?s financing and budgeting aspects are already identified as well as its connexion with DM multi-annual financial perspective and investment plans (see details in section Connection to city budgeting and financing). To be engaged: Based on interest already expressed, engagement with stakeholders likely to become members/shareholders of the future Operator will be implemented as the first month of the project implementation (WP1). Several options will be considered (WP1) regarding the Operator financing to ensure ist creation by the end oft he pilot project. Besides, the implementation planning of the different functionalities of the Massification Operator could be spread over the years following ist creation by prioritizing the launches according to the strongest leverage effects.

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Risk Register	Deliverable / Activity	Risk: Risk Name	Description	Category	Risk Horizon	Risk Level	Probability	Priority	Potential Impact	Probability Score	Impact Score	Overall Score	Control Over Risk	Mitigation Strategy Description
Pilot activities implementation risks	The pilot project partners Dijon Métropole, EDF, EIFER are currently collaborating in the framework of the H2020 RESPONSE project. Hence efficient collaborating methods and tools are already well implemented. (Activity: WP0/1/2/3/4/5/6/7)	Project coordination/Management issues	Difficulty/issues with coordination of the Workstreams (WPs) and/or Unforeseen unavailability of project main coordinators/contributors could impact the quality and/or ability to reach the project objectives	Governance & Management	Short-term	Medium Low Risk	Very Low		Medium	1	3	3	High	Already engaged: the construction of the Pilot project Work Plan and related tasks builds on the partners strong and succesful experience in implementing such collaborative projects (e.g. H2020 Response project). The project management and coordination activities have already been defined in detailed by project partners (see WP0) and will be coordinated by experimented Project Manager and WP leaders. To be engaged: in case of unavailability of project coordinators/contributors, back-up are already identified by each partner to step up and carry on the related activities

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Risk Register	Deliverable / Activity	Risk: Risk Name	Description	Category	Risk Horizon	Risk Level	Probability	Priority	Potential Impact	Probability Score	Impact Score	Overall Score	Control Over Risk	Mitigation Strategy Description
Pilot activities implementation risks	(Activity: WP1/WP4)	Lack of external resources	Difficulty in identifying key service providers carry-out project specific activities (e.g. WP1-legal expertise).	Operational	Short-term	Medium Low Risk	Very Low		Medium	1	3	3	High	Already engaged: a short list of consultancies capable of and interested in providing external support required to carry out project specific activities is already identifies. To be engaged: in case of difficulty, Project partners will rely on NZC experts and network to find alternatives. Project partners will also be able to identify service providers with the support of the the Mirror Group implemented by the French Ministry and its network.
Pilot activities implementation risks	Project partners lead continuously RFQs for similar services as part of their respective daily business activities. Therefore, project partners have a clear vision about associated costs. (Activity: WP1/WP4)	Project over-costs	Unforeseen over-costs for key external services required to carry-out project specific activities (WP1-legal expertise, WP4-financing expertise).	Financial	Short-term	Low Risk	Very Low		Low	1	2	2	High	To be engaged: The selection of the service provider will be managed according to standard procurement guidelines, as well as transparency, fairness and ?best value for money? principles.

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Risk Register	Deliverable / Activity	Risk: Risk Name	Description	Category	Risk Horizon	Risk Level	Probability	Priority	Potential Impact	Probability Score	Impact Score	Overall Score	Control Over Risk	Mitigation Strategy Description
Pilot activities implementation risks	(Activity: WP0/1/2/3/4/5/6/7)	Delay in targeted pilot transition projects implementation	Delay in implementation of targeted pilot transition projects (RES deployment, Decarbonization of mobility, decarbonization of heating network, public building/social housing energy efficiency) energy efficiency) will lead to lack of relevant data/input/feedbacks to feed pilot activities (WP0, WP1, etc.)	Operational	Short-term	Low Risk	Low		Very Low	2	1	2	High	Already engaged: targeted pilot transition projects are already well advanced and supported by DM comitment (including financial comitment, see Section Barriers and challenges to be addressed via pilot activities). The risk that a substantial part of those projects is not implemented in the short term is low. To be engaged: the continuous learning process that will be coordinated by the Operator Prefiguration Committee will support the those project implementation taking into account key results available over the duration of the project (WP2-WP5). In case of implementation difficulties of those targeted projects, alternative relevant transition projects (at development stage) will be identified through the tools and channels developed in T3.1).

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NET ZERO CITIES

Budget

By cost category	Planned	Indirect costs*
A. Personnel	**€ 287,650.00**	**€ 71,912.50**
B. Subcontracting	**€ 83,200.00**	**€ 0.00**
C. Purchase	**€ 45,500.00**	**€ 11,375.00**
C1. Travel and subsistence	€ 28,000.00	€ 7,000.00
C3. Other goods, works, and services	€ 17,500.00	€ 4,375.00
Grand Total	**€ 416,350.00**	**€ 83,287.50**

By organisation	Planned	Indirect costs*
Dijon Metropolis	€ 223,400.00	€ 38,350.00
EDF	€ 79,400.00	€ 16,550.00
EIFER	€ 87,550.00	€ 21,887.50
Europtimum	€ 26,000.00	€ 6,500.00
Grand Total	**€ 416,350.00**	**€ 83,287.50**

By organisation, by work package	Planned	Indirect costs*
Dijon Metropolis	**€ 223,400.00**	**€ 38,350.00**
Work Package 1	€ 67,000.00	€ 3,750.00
Work Package 2	€ 10,000.00	€ 2,500.00
Work Package 3	€ 25,000.00	€ 6,250.00
Work Package 0	€ 29,500.00	€ 7,375.00
Work Package 4	€ 30,500.00	€ 3,125.00
Work Package 5	€ 12,500.00	€ 3,125.00
Work Package 7	€ 38,900.00	€ 9,725.00
Work Package 6	€ 10,000.00	€ 2,500.00
EDF	**€ 79,400.00**	**€ 16,550.00**
Work Package 1	€ 13,200.00	€ 0.00
Work Package 0	€ 15,200.00	€ 3,800.00
Work Package 4	€ 27,500.00	€ 6,875.00
Work Package 5	€ 13,200.00	€ 3,300.00

By organisation, by work package, by cost category	Planned	Indirect costs*
Dijon Metropolis	**€ 223,400.00**	**€ 38,350.00**
Work Package 1	**€ 67,000.00**	**€ 3,750.00**
A. Personnel	€ 15,000.00	€ 3,750.00
B. Subcontracting	€ 52,000.00	€ 0.00
Work Package 2	**€ 10,000.00**	**€ 2,500.00**
A. Personnel	€ 10,000.00	€ 2,500.00
Work Package 3	**€ 25,000.00**	**€ 6,250.00**
A. Personnel	€ 25,000.00	€ 6,250.00
Work Package 0	**€ 29,500.00**	**€ 7,375.00**
A. Personnel	€ 27,500.00	€ 6,875.00
C. Purchase	€ 2,000.00	€ 500.00
C3. Other goods, works, and services	€ 2,000.00	€ 500.00
Work Package 4	**€ 30,500.00**	**€ 3,125.00**
A. Personnel	€ 12,500.00	€ 3,125.00
B. Subcontracting	€ 18,000.00	€ 0.00
Work Package 5	**€ 12,500.00**	**€ 3,125.00**
A. Personnel	€ 12,500.00	€ 3,125.00
Work Package 7	**€ 38,900.00**	**€ 9,725.00**
A. Personnel	€ 15,000.00	€ 3,750.00
C. Purchase	€ 23,900.00	€ 5,975.00
C1. Travel and subsistence	€ 18,400.00	€ 4,600.00
C3. Other goods, works, and services	€ 5,500.00	€ 1,375.00
Work Package 6	**€ 10,000.00**	**€ 2,500.00**
A. Personnel	€ 10,000.00	€ 2,500.00
EDF	**€ 79,400.00**	**€ 16,550.00**
Work Package 1	**€ 13,200.00**	**€ 0.00**
B. Subcontracting	€ 13,200.00	€ 0.00
Work Package 0	**€ 15,200.00**	**€ 3,800.00**
A. Personnel	€ 13,200.00	€ 3,300.00

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Budget		
Work Package 7	€ 10,300.00	€ 2,575.00
EIFER	**€ 87,550.00**	**€ 21,887.50**
Work Package 3	€ 60,750.00	€ 15,187.50
Work Package 0	€ 13,000.00	€ 3,250.00
Work Package 7	€ 9,300.00	€ 2,325.00
Work Package 6	€ 4,500.00	€ 1,125.00
Europtimum	**€ 26,000.00**	**€ 6,500.00**
Work Package 0	€ 15,000.00	€ 3,750.00
Work Package 7	€ 11,000.00	€ 2,750.00
Grand Total	**€ 416,350.00**	**€ 83,287.50**

C. Purchase	€ 2,000.00	€ 500.00
C3. Other goods, works, and services	€ 2,000.00	€ 500.00
Work Package 4	**€ 27,500.00**	**€ 6,875.00**
A. Personnel	€ 27,500.00	€ 6,875.00
Work Package 5	**€ 13,200.00**	**€ 3,300.00**
A. Personnel	€ 13,200.00	€ 3,300.00
Work Package 7	**€ 10,300.00**	**€ 2,575.00**
A. Personnel	€ 5,500.00	€ 1,375.00
C. Purchase	€ 4,800.00	€ 1,200.00
C1. Travel and subsistence	€ 4,800.00	€ 1,200.00
EIFER	**€ 87,550.00**	**€ 21,887.50**
Work Package 3	**€ 60,750.00**	**€ 15,187.50**
A. Personnel	€ 60,750.00	€ 15,187.50
Work Package 0	**€ 13,000.00**	**€ 3,250.00**
A. Personnel	€ 9,000.00	€ 2,250.00
C. Purchase	€ 4,000.00	€ 1,000.00
C3. Other goods, works, and services	€ 4,000.00	€ 1,000.00
Work Package 7	**€ 9,300.00**	**€ 2,325.00**
A. Personnel	€ 4,500.00	€ 1,125.00
C. Purchase	€ 4,800.00	€ 1,200.00
C1. Travel and subsistence	€ 4,800.00	€ 1,200.00
Work Package 6	**€ 4,500.00**	**€ 1,125.00**
A. Personnel	€ 4,500.00	€ 1,125.00
Europtimum	**€ 26,000.00**	**€ 6,500.00**
Work Package 0	**€ 15,000.00**	**€ 3,750.00**
A. Personnel	€ 11,000.00	€ 2,750.00
C. Purchase	€ 4,000.00	€ 1,000.00
C3. Other goods, works, and services	€ 4,000.00	€ 1,000.00
Work Package 7	**€ 11,000.00**	**€ 2,750.00**
A. Personnel	€ 11,000.00	€ 2,750.00
Grand Total	**€ 416,350.00**	**€ 83,287.50**

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Direct costs	Indirect costs	TOTAL
€ 416,350.00	€ 83,287.50	€ 499,637.50

Organisation	Work Package	Activity	Cost Category	Sub-category	Amount Planned	Indirect costs *(auto-calculated)	Total cost
Dijon Metropolis	Work Package 1	External Consultancy with legal expertise to define legal options	B. Subcontracting	B. Subcontracting	€ 52,000.00	€ 0.00	€ 52,000.00
Dijon Metropolis	Work Package 0	Project Management	A. Personnel	A. Personnel	€ 27,500.00	€ 6,875.00	€ 34,375.00
Dijon Metropolis	Work Package 1	Specification and creation of the Massification Operator	A. Personnel	A. Personnel	€ 15,000.00	€ 3,750.00	€ 18,750.00
EDF	Work Package 1	Specification and creation of the Massification Operator	B. Subcontracting	B. Subcontracting	€ 13,200.00	€ 0.00	€ 13,200.00
Dijon Metropolis	Work Package 2	Definition of the Massification Operator's One-stop Shop functionality	A. Personnel	A. Personnel	€ 10,000.00	€ 2,500.00	€ 12,500.00
EIFER	Work Package 3	Definition of the Massification Operator's Territorial Transition Operational Planner & Observer functionality	A. Personnel	A. Personnel	€ 60,750.00	€ 15,187.50	€ 75,937.50
Dijon Metropolis	Work Package 3	Definition of the Massification Operator's Territorial Transition Operational Planner & Observer functionality	A. Personnel	A. Personnel	€ 25,000.00	€ 6,250.00	€ 31,250.00
Dijon Metropolis	Work Package 4	Definition of the Massification Operator's Mutualization functionality	A. Personnel	A. Personnel	€ 12,500.00	€ 3,125.00	€ 15,625.00
Dijon Metropolis	Work Package 4	External consultancy for Common Purchase Platform Feasibility Study	B. Subcontracting	B. Subcontracting	€ 18,000.00	€ 0.00	€ 18,000.00
EDF	Work Package 4	Definition of the Massification Operator's Mutualization functionality	A. Personnel	A. Personnel	€ 27,500.00	€ 6,875.00	€ 34,375.00
Dijon Metropolis	Work Package 5	Definition of the Massification Operator's Financing Functionality	A. Personnel	A. Personnel	€ 12,500.00	€ 3,125.00	€ 15,625.00
EDF	Work Package 5	Definition of the Massification Operator's Financing Functionality	A. Personnel	A. Personnel	€ 13,200.00	€ 3,300.00	€ 16,500.00
Dijon Metropolis	Work Package 7	Learning activities: visiting peer cities	C. Purchase	C1. Travel and subsistence	€ 14,400.00	€ 3,600.00	€ 18,000.00

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

Organisation	Work Package	Activity	Cost Category	Sub-category	Amount Planned	Indirect costs *(auto-calculated)	Total cost
Dijon Metropolis	Work Package 7	Replication capacity-building, learning and communication activities	A. Personnel	A. Personnel	€ 15,000.00	€ 3,750.00	€ 18,750.00
Dijon Metropolis	Work Package 7	Learning activities: costs of hosting peer cities	C. Purchase	C3. Other goods, works, and services	€ 1,500.00	€ 375.00	€ 1,875.00
Dijon Metropolis	Work Package 7	Learning activities: present project's objectives and results within European Initiatives	C. Purchase	C1. Travel and subsistence	€ 4,000.00	€ 1,000.00	€ 5,000.00
Dijon Metropolis	Work Package 7	Communication materials: leaflets, brochures, etc.	C. Purchase	C3. Other goods, works, and services	€ 4,000.00	€ 1,000.00	€ 5,000.00
EDF	Work Package 7	Learning activities: visiting peer cities	C. Purchase	C1. Travel and subsistence	€ 4,800.00	€ 1,200.00	€ 6,000.00
Dijon Metropolis	Work Package 6	Monitoring, Evaluation & Learning Framework & impact pathways	A. Personnel	A. Personnel	€ 10,000.00	€ 2,500.00	€ 12,500.00
Dijon Metropolis	Work Package 0	Certificate on Financial Statement	C. Purchase	C3. Other goods, works, and services	€ 2,000.00	€ 500.00	€ 2,500.00
EDF	Work Package 0	Certificate on Financial Statement	C. Purchase	C3. Other goods, works, and services	€ 2,000.00	€ 500.00	€ 2,500.00
EDF	Work Package 0	contribution of Project Management	A. Personnel	A. Personnel	€ 13,200.00	€ 3,300.00	€ 16,500.00
EIFER	Work Package 6	Monitoring, Evaluation & Learning Framework & impact pathways	A. Personnel	A. Personnel	€ 4,500.00	€ 1,125.00	€ 5,625.00
EDF	Work Package 7	Replication capacity-building, learning and communication activities	A. Personnel	A. Personnel	€ 5,500.00	€ 1,375.00	€ 6,875.00
EIFER	Work Package 7	Learning activities: visiting peer cities	C. Purchase	C1. Travel and subsistence	€ 4,800.00	€ 1,200.00	€ 6,000.00
EIFER	Work Package 7	Replication capacity-building, learning and communication activities	A. Personnel	A. Personnel	€ 4,500.00	€ 1,125.00	€ 5,625.00
EIFER	Work Package 0	Certificate on Financial Statement	C. Purchase	C3. Other goods, works, and services	€ 2,000.00	€ 500.00	€ 2,500.00

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

Organisation	Work Package	Activity	Cost Category	Sub-category	Amount Planned	Indirect costs *(auto-calculated)	Total cost
EIFER	Work Package 0	contribution of Project Management	A. Personnel	A. Personnel	€ 9,000.00	€ 2,250.00	€ 11,250.00
EIFER	Work Package 0	Working trip in Dijon	C. Purchase	C3. Other goods, works, and services	€ 2,000.00	€ 500.00	€ 2,500.00
Europtimum	Work Package 0	Certificate on Financial Statement	C. Purchase	C3. Other goods, works, and services	€ 2,000.00	€ 500.00	€ 2,500.00
Europtimum	Work Package 0	contribution of Project Management	A. Personnel	A. Personnel	€ 11,000.00	€ 2,750.00	€ 13,750.00
Europtimum	Work Package 0	Working trip in Dijon	C. Purchase	C3. Other goods, works, and services	€ 2,000.00	€ 500.00	€ 2,500.00
Europtimum	Work Package 7	Replication capacity-building, learning and communication activities	A. Personnel	A. Personnel	€ 11,000.00	€ 2,750.00	€ 13,750.00

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

NET ZERO CITIES

EU MISSION PLATFORM | CLIMATE NEUTRAL AND SMART CITIES

Pilot Cities Programme

Proposal Refinement Document: Indicators & Outcomes for Monitoring, Evaluation & Learning (MEL)

FAAST NZ Project / Dijon Metropole

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

1 Direct Impacts & Indicators for Reporting

Please use this section to capture the GHG and non-GHG long-term impacts of your Pilot activities or interventions.

1.1 Long-term GHG Impacts (Standardised)

Please use this section to capture the GHG and non-GHG long-term impacts of your Pilot activities or interventions and refer to NZC PCP Indicator Set for further details.

Activity or Intervention name	**GHG Emission Domain**	**Emission Sub-domain**	**Quantitative indicator**	**Metric/unit of measurement *(How is this impact measured?)***
Please add as applicable	**Select one or more from –** ▪ All vehicles and transport (mobile energy) ▪ Consumption of electricity generated for buildings, facilities, & infrastructure ▪ Consumption of non-electricity energy for thermal uses in buildings & facilities ▪ Land use (including agriculture, forestry, and other land uses) ▪ Multi-sector waste management and disposal ▪ Industrial process emissions	**Select from as applicable –** ▪ Total GHG emissions ▪ Stationary energy ▪ Transport ▪ Waste ▪ Industrial processes and product use ▪ Agriculture, forestry, and land use (AFOLU) ▪ Grid supplied energy ▪ Energy Consumption ▪ Energy Efficiency ▪ Share of Renewable Energies ▪ Carbon capture and residual emissions ▪ GHG emissions	Select from the suggested list of 12 indicators in NZC PCP Indicator Set as applicable	Select from suggested list of units in NZC PCP Indicator Set or add your own as applicable
Please add/remove rows as applicable		Total GHG emissions	Total greenhouse gas emissions per year	t CO2 equivalents / year
		Energy Efficiency	Change in energy efficiency over the lifetime of the project	%
		Share of Renewable Energies	Change in the energy mix over the lifetime of the project	%

		GHG emissions	Change of the greenhouse gas emissions per sector during the lifetime of the project	t CO2 equivalents / year
		Stationary energy	GHG emission per year from stationary energy per year	t CO2 equivalents / year scope 1 / scope 2 / scope 3
		Stationary energy	Change in the total energy consumption per year	MWH / year
		Transport	GHG emission from transport per year	t CO2 equivalents / year scope 1 / scope 2 / scope 3
		Transport	Change in the total energy consumption per year	MWH / year
		Waste	GHG emission from waste treatment per year	t CO2 equivalents / year scope 1 / scope 2 / scope 3
		Waste	Change in the total energy consumption per year	MWH / year
		Waste	Mass of waste processed per end of life treatment type	t CO2 equivalents / year scope 1 / scope 2
		Industrial process and product use	GHG emission from industrial processes and product use per year	t CO2 equivalents / year scope 1 / scope 2 / scope 3
		Industrial process and product use	Change in the total energy consumption per year	MWH / year
		Agriculture, forestry and land use (AFOLU)	GHG emission from agriculture, forestry and land use per year	t CO2 equivalents / year scope 1 / scope 2 / scope 3
		Agriculture, forestry and land use (AFOLU)	Change in the total energy consumption per year	MWH / year
		Grid supplied energy	GHG emission from grid supplied energy per year	t CO2 equivalents / year scope 1 / scope 2 / scope 3

		Grid supplied energy	Change in the total energy consumption per year	MWH / year

1.2 Long-term GHG Impacts (Customised according to city/project)

Please use this section to capture the quantitative GHG impacts of your Pilot activities or interventions (those not included in NZC PCP Indicator Set).

Activity or Intervention name	**GHG Emission Domain**	**Emission Sub-domain**	**Quantitative indicator**	**Metric/unit of measurement** ***(How is this impact measured?)***
Please add as applicable	**Select one or more from –** ▪ All vehicles and transport (mobile energy) ▪ Consumption of electricity generated for buildings, facilities, & infrastructure ▪ Consumption of non-electricity energy for thermal uses in buildings & facilities ▪ Land use (including agriculture, forestry, and other land uses) ▪ Multi-sector waste management and disposal ▪ Industrial process emissions	Please add your own as applicable	Please add your own as applicable	Please add your own as applicable
Please add/remove rows as applicable				

1.3 Long-term non-GHG Impacts (Customised according to city/project)

Please use this section to capture the quantitative non-GHG long-term impacts intended for your Pilot activities or interventions.

Activity or Intervention name	Impact related to this activity or intervention	Emission Domain(s)	Lever(s)	Custom quantitative or qualitative indicator	Custom metric/unit of measurement
Please add as applicable	Please add your own as applicable	**Select one or more as applicable –** ▪ All vehicles and transport (mobile energy) ▪ Consumption of electricity generated for buildings, facilities, & infrastructure ▪ Consumption of non-electricity energy for thermal uses in buildings & facilities ▪ Land use (including agriculture, forestry, and other land uses) ▪ Multi-sector waste management and disposal ▪ Industrial process emissions	**Select one or more as applicable –** ▪ Technology and infrastructure ▪ Governance and policy ▪ Financing and funding ▪ Social innovation ▪ Democracy and participation ▪ Learning and capabilities	Please add your own as applicable	Please add your own as applicable

Please add/remove rows as applicable					

2 Indirect Impacts and Indicators for Reporting

Please use this section to capture the Co-benefits of your Pilot activities.

2.1 Co-benefits (Standardised)

Please use this section to capture the co-benefits of your Pilot activities or interventions and refer to NZC PCP Indicator Set for further details.

Activity or Intervention Name	Domain	Sub-domain	Quantitative or qualitative indicator	Metric/unit of measurement
Please add as applicable	**Select from as applicable –** ▪ Public Health and environment ▪ Social Inclusion, Innovation, Democracy and Cultural Impact ▪ Economy ▪ Resource efficiency ▪ Biodiversity	Select from 24 recommended Co-benefit Sub-domains from the NZC PCP Indicator Set	Select from the suggested list 24 of indicators in NZC PCP Indicator Set or add your own as applicable	Select from suggested list of units in NZC PCP Indicator Set or add your own as applicable
Please add/remove rows as applicable	Resource Efficiency	Waste management and efficiency	Urban waste reduction; Biowaste recovery	% of "non valorized" domestic waste of the total domestic waste generation
	Resource Efficiency	Circular Economy	Re-use of material during construction or renovation	% of recycled construction material of the total construction material used in the process

	Resource Efficiency	Water Management	Improved water management	Average water consumption [l /capita/day]
	Resource Efficiency	Land use management	Improved land use management practices (e.g. urban greening)	m² of public green space / inhabitant
	Resource Efficiency	Land use management	Improved land use management practices (e.g. urban greening)	urbanised area (m²)
	Resource Efficiency	Land use management	Improved land use management practices (e.g. urban greening)	wasteland areas (m²)
	Resource Efficiency	Land use management	Improved land use management practices (e.g. urban greening)	local renewable energy production area (m²)
	Resource Efficiency	Land use management	Improved land use management practices (e.g. urban greening)	agriculture area (m²)
	Biodiversity	Urban Forestry Plantation and Improved Plant Health	Percentage of tree canopy within the city	% of the municipal area
	Biodiversity	Non-Invasive Species and Pollinators	Change in the number of species of birds in built-up areas	% of change in species
	Biodiversity	Ecological Habitat Connection	Structural connectivity of green spaces	Degree of physical (“structural”) connectivity between natural environments within a defined urban area.
	Public Health & Environment	Air quality	Improved air quality	Highest annual mean of PM2.5 concentration recorded [µg / m³]

	Public Health & Environment	Noise	Reduction of noise pollution	% of population exposed to avg. LDEN > 55dB (annual average)
	Public Health & Environment	Health	Improved physical and mental wellbeing / Perceived change in the quality of life : Access to employment & education	Likert Scale
	Public Health & Environment	Health	Improved physical and mental wellbeing / Perceived change in the quality of life : Access to leasures & culture	Cartography of leasures & culture offer
	Public Health & Environment	Health	Improved physical and mental wellbeing / Perceived change in the quality of life : Access to leasures & culture	Likert Scale
	Public Health & Environment	Health	Improved physical and mental wellbeing / Perceived change in the quality of life : Access to nature	Cartography of nature spots
	Public Health & Environment	Health	Improved physical and mental wellbeing / Perceived change in the quality of life : Access to nature	Likert Scale
	Public Health & Environment	Health	Improved physical and mental wellbeing / Perceived change in the quality of life : Access to transportation	Cartography of transportation modes
	Public Health & Environment	Health	Improved physical and mental wellbeing / Perceived change in the quality of life : Access to transportation	Likert Scale
	Public Health & Environment	Health	Improved physical and mental wellbeing / Perceived change in the quality of life : Access to medical and related infrastructures	Cartography of infrastructures and main health ratios

	Public Health & Environment	Health	Improved physical and mental wellbeing / Perceived change in the quality of life : Access to medical and related infrastructures	Likert Scale
	Public Health & Environment	Health	Improved physical and mental wellbeing / Perceived change in the quality of life : Access to food retail and general retail	Cartography of retail points
	Public Health & Environment	Health	Improved physical and mental wellbeing / Perceived change in the quality of life : Access to food retail and general retail	Likert Scale
	Public Health & Environment	Health	Improved physical and mental wellbeing / Perceived change in the quality of life : Access to housing	Cartography of household average value by type of household
	Public Health & Environment	Health	Improved physical and mental wellbeing / Perceived change in the quality of life : Access to housing	Likert Scale
	Social Inclusion, Innovation, Democracy and Cultural Impact	Capacity of the public administration	Improvement in skills and awareness	Number of public officers trained through the Climatic Transition Work Groups
	Social Inclusion, Innovation, Democracy and Cultural Impact	Citizen & Communities Participation	Improved stakeholders participation	% of Dijon public projects subject to consultation of terrirorial stakeholders (counseled activities)
	Social Inclusion, Innovation, Democracy and Cultural Impact	Social cohesion	Affordability of housing and energy	mapping follow-up of energy precarity (housing, transportation)

	Social Inclusion, Innovation, Democracy and Cultural Impact	Digitalisation	Improved acceptance of digital solutions	total # of users per digital solution proposed by public authority
	Economy	Scientific or Communication Outreach of the project	Scientific publications, social campaigns etc	total # of scientific publications
	Economy	Investment in R&I	Improved investments in climate change action	€ invested in R&I sector and diversity in number of R&I sectors on the territory
	Economy	Skilled Jobs & Employment	Newly created sustainable jobs	total # of newly created jobs per year
	Economy	Technological readiness	Number of solutions suggested for implementation in local strategies	total # of impemented technological solutions on the territory
	Economy	Local Entrepreneurship & Local Businesses	Creation of Start-ups, accelerators or tech innovation	total # of start ups created per year
	Economy	Increase in Efficiency	Savings in working time achieved	Working hours / per year saved
	Economy	Revenues generated	Revenues generated by the project	total turnover of the structure of massification € during the lifetime of the project excluding funding

2.2 Co-benefits (Customised according to city/project)

Please use this section to capture the Co-benefits of your Pilot activities or interventions (those not included in NZC PCP Indicator Set).

Activity or Intervention name	**Describe Co-benefit related to this activity or intervention**	**Emission Domain(s)**	**Lever(s)**	**Custom quantitative or qualitative indicator**	**Custom metric/unit of measurement**
Please add as applicable	Please add your own as applicable	**Select one or more as applicable –** ▪ All vehicles and transport (mobile energy) ▪ Consumption of electricity generated for buildings, facilities, & infrastructure ▪ Consumption of non-electricity energy for thermal uses in buildings & facilities ▪ Land use (including agriculture, forestry, and other land uses) ▪ Multi-sector waste management and disposal ▪ Industrial process emissions	**Select one or more as applicable –** ▪ Technology and infrastructure ▪ Governance and policy ▪ Financing and funding ▪ Social innovation ▪ Democracy and participation ▪ Learning and capabilities	Please add your own as applicable	Please add your own as applicable
Please add/remove rows as applicable					

3 Outcomes for Sensemaking & Qualitative Insights Reporting

Please use this section to select/edit from the suggested list of outcomes in NZC Theory of Change per systemic lever or add your own based on your city/project's Impact Logic. For detailed explanation of Impact Pathways and Early (short-term) or Later (medium-term) Outcomes, please refer to the NZC Theory of Change or previous webinars on the topic on the NZC Portal.

3.1 Early Outcome (Customised according to city/project)

Activity or Intervention name	**Describe Early Outcome related to this activity or intervention**	**Lever(s)**	**Describe Impact Pathway(s)** ***(How is this Outcome logically connected to one or more activities or interventions?)***
Please add as applicable	Please add your own as applicable	**Select one or more as applicable –** ▪ Technology and infrastructure ▪ Governance and policy ▪ Financing and funding ▪ Social innovation ▪ Democracy and participation ▪ Learning and capabilities	Please add as applicable
Please add/remove rows as applicable			
DM creates an innovative Multi-stakeholder Operator for Massification (WP1)	Massification Operator allows new ways of organizing multi-actor, multi-level collaborations	Governance & Policy	Stationary energy Transport Waste Industrial processes and product use

			Agriculture, forestry and land use (AFOLU) Grid supplied energy
DM creates an innovative Multi-stakeholder Operator for Massification (WP1)	Collaborative governance models based on trust and commitment established	Democracy&Participation	Stationary energy Transport Waste Industrial processes and product use Agriculture, forestry and land use (AFOLU) Grid supplied energy
DM creates an innovative Multi-stakeholder Operator for Massification (WP1)	Implementation of a governance operator co-constructed with the actors and inhabitants of the territory	Democracy&Participation	Stationary energy Transport Waste Industrial processes and product use Agriculture, forestry and land use (AFOLU) Grid supplied energy
Massification Operator One-stop-Shop (WP2)	One-Stop-Shop established (Digital platform, office, etc.)	Social Innovation	Stationary energy Transport Waste Industrial processes and product use Agriculture, forestry and land use (AFOLU) Grid supplied energy
Massification Operator as Transition Operational Planner & Observer (WP3)	Identify transition projects at development stage / future projects - Collect expectations from the territory	Learning & Capabilities	Stationary energy Transport Waste Industrial processes and product use Agriculture, forestry and land use (AFOLU) Grid supplied energy
Massification Operator as Transition Operational Planner & Observer (WP3)	Defined methodology to Prioritize transition projects' development & implementation.	Learning & Capabilities	Stationary energy Transport Waste Industrial processes and product use Agriculture, forestry and land use (AFOLU) Grid supplied energy
Massification Operator as Transition Operational Planner & Observer (WP3)	Digital Dashboard implemented (projects collection / monitoring of decarbonisation actions' impact)	Technology and infrastructure	Stationary energy Transport Waste Industrial processes and product use Agriculture, forestry and land use (AFOLU) Grid supplied energy
Massification Operator's mutualization functionality - Purchase Platform (WP4)	Identification of transition projects development and implementation activities to be mutualized	Finance&Funding	Stationary energy Transport Waste

			Industrial processes and product use Agriculture, forestry and land use (AFOLU) Grid supplied energy
Massification Operator's mutualization functionality - Purchase Platform (WP4)	Identification of main "products" (studies, equipment, civil works, other) for Common Purchases	Technology and infrastructure	Stationary energy Transport Waste Industrial processes and product use Agriculture, forestry and land use (AFOLU) Grid supplied energy
Massification Operator's mutualization functionality - Purchase Platform (WP4)	Identification of local common specific skill needs	Technology and infrastructure	Stationary energy Transport Waste Industrial processes and product use Agriculture, forestry and land use (AFOLU) Grid supplied energy
Massification Operator - Financing (WP5)	Identify financing instruments needs and options - Identify financial needs by type of leverage – Identify public funding opportunities	Finance&Funding	Stationary energy Transport Waste Industrial processes and product use Agriculture, forestry and land use (AFOLU) Grid supplied energy
Monitoring, Evaluation & Learning Framework (WP6)	Operator Monitoring, Evaluation, and Learning framework and tools implemented	Learning & Capabilities	Stationary energy Transport Waste Industrial processes and product use Agriculture, forestry and land use (AFOLU) Grid supplied energy

3.2 Later Outcome (Customised according to city/project)

Activity or Intervention name	**Describe Later Outcome related to this activity or intervention**	**Lever(s)**	**Describe Impact Pathway(s)** ***(How is this Outcome logically connected to one or more Early Outcomes or long-term impacts?)***

Please add as applicable	Please add your own as applicable	**Select one or more as applicable –** ▪ Technology and infrastructure ▪ Governance and policy ▪ Financing and funding ▪ Social innovation ▪ Democracy and participation ▪ Learning and capabilities	Please add as applicable
Please add/remove rows as applicable			
DM creates an innovative Multi-stakeholder Operator for Massification (WP1)	Efficient articulation between the Operator's governance and DM's governance improved functioning of democratic institutions	Governance & Policy	Stationary energy Transport Waste Industrial processes and product use Agriculture, forestry and land use (AFOLU) Grid supplied energy
DM creates an innovative Multi-stakeholder Operator for Massification (WP1)	Decision making process are transparent and implemented with diverse actors	Democracy&Participation	Stationary energy Transport Waste Industrial processes and product use Agriculture, forestry and land use (AFOLU) Grid supplied energy
DM creates an innovative Multi-stakeholder Operator for Massification (WP1)	promote the influence of the structure to encourage the emergence of new ambitious projects Enhanced public sector capabilities deliver innovative, agile policies to support transition	Democracy&Participation	Stationary energy Transport Waste Industrial processes and product use Agriculture, forestry and land use (AFOLU) Grid supplied energy
Massification Operator One-stop-Shop (WP2)	promote open innovation Citizen participation in transition actions improved	Social Innovation	Stationary energy Transport Waste

	Increase awareness of social issues through display of economic interconnection about energy		Industrial processes and product use Agriculture, forestry and land use (AFOLU) Grid supplied energy
Massification Operator as Transition Operational Planner & Observer (WP3)	support projects with high energy transition potential and high leverage effect	Learning & Capabilities	Stationary energy Transport Waste Industrial processes and product use Agriculture, forestry and land use (AFOLU) Grid supplied energy
Massification Operator as Transition Operational Planner & Observer (WP3)	Operator gives prioritization recommendations to DM's decision-maker	Learning & Capabilities	Stationary energy Transport Waste Industrial processes and product use Agriculture, forestry and land use (AFOLU) Grid supplied energy
Massification Operator as Transition Operational Planner & Observer (WP3)	Monitor and report transition project's impacts, co-benefits, synergies and mutual interdependencies Impact Monitoring enables rapid feedback & insights	Technology and infrastructure	Stationary energy Transport Waste Industrial processes and product use Agriculture, forestry and land use (AFOLU) Grid supplied energy
Massification Operator's mutualization functionality - Purchase Platform (WP4)	Reduce project fragmentation and reduce project's unitary development costs	Finance&Funding	Stationary energy Transport Waste Industrial processes and product use Agriculture, forestry and land use (AFOLU) Grid supplied energy
Massification Operator's mutualization functionality - Purchase Platform (WP4)	Operator Common Purchase Platform established and operational	Technology and infrastructure	Stationary energy Transport Waste Industrial processes and product use Agriculture, forestry and land use (AFOLU) Grid supplied energy
Massification Operator's mutualization functionality - Purchase Platform (WP4)	Collaboration/partnership with local education establishement for academic training as for professional training	Technology and infrastructure	Stationary energy Transport Waste Industrial processes and product use Agriculture, forestry and land use (AFOLU) Grid supplied energy

Massification Operator - Financing (WP5)	Structured financial approach through a mix of instruments in portfolio Operator able to monetize energy savings and CO2 reduction through innovative financing schemes Define a multi-annual financing projection Operator acting as a negotiator, able to pool projects to negotiate loans with preferential rates Operator role as 3rd party investor/investment fund able to leverage financing is established and practised	Finance&Funding	Stationary energy Transport Waste Industrial processes and product use Agriculture, forestry and land use (AFOLU) Grid supplied energy
Monitoring, Evaluation & Learning Framework (WP6)	involve a significant component of observation, reflection, and learning in Operator decision making processes Learning diffusion within the city and across-cities to scale-up interventions and transfer learning	Learning & Capabilities	Stationary energy Transport Waste Industrial processes and product use Agriculture, forestry and land use (AFOLU) Grid supplied energy

Annex 2

Reporting obligations and audited financial statements

1. Obligation to submit reports

The Lead Beneficiary must submit to EIT Climate-KIC the technical and financial reports set out in this Annex including requests for payment. The relevant forms and templates shall be provided by EIT Climate-KIC three months prior to the report submission deadline. The Lead Beneficiary shall submit the reports on behalf of the other beneficiaries listed in Annex 1.

2. Reporting periods

The Project is divided into the following 'reporting periods':

- RP1: from the Effective Date to month 12
- RP2: from month 13 to month 24

3. Periodic reports

The Lead Beneficiary must submit a periodic report within 60 days following the end of each reporting period.

The periodic report must include the following:

A. a 'periodic technical report' containing:

(i) a description of the work carried out by the Lead Beneficiary and the other beneficiaries in line with the Project described in Annex 1;

(ii) an overview of the progress towards the objectives (Impact Framework) of the Project, including milestones and deliverables defined in Annex 1;

(iii) when available, a description of the exploitation and dissemination of the results;

(iv) if required by Annex 1, an updated 'plan for the exploitation and dissemination of the results' and relevant communication activities.

(v) justification for any deviations from the agreed Project.

(vi) Sensemaking and Learning Insights including:

- substantive learning to date identified through relevant learning and Sensemaking activities;
- a summary of how learning informs next steps and actions to be undertaken;
- where available, insights and synthesised learning to support other cities facing similar challenges and/or planning to undertake similar activities (including 'Twin Cities'); and
- where relevant, high-level analysis of solutions / approaches ready for replication, transfer, and or/scaling, within the city and/or beyond.

B. a 'periodic financial report' containing:

(i) an individual financial statement for the actual costs incurred during the reporting period concerned from each beneficiary.

(ii) joint financial statement summarising actual costs for the Project for the reporting period concerned prepared by the Lead Beneficiary on behalf of all beneficiaries.

The financial statements must detail the eligible costs (actual costs, unit costs and flat-rate costs) for each budget category. The Lead Beneficiary and the other beneficiaries must declare all eligible costs, even if — for actual costs, unit costs and flat-rate costs — they exceed the amounts indicated in the estimated budget. Amounts which are not declared in the individual financial statement will not be considered by EIT Climate-KIC.

If costs are not reported in the reporting period they were incurred in, they may be included in the financial statement for the next reporting period.

The individual financial statements of the last reporting period must also detail the receipts of the Project.

For all financial statements, the Lead Beneficiary must certify that:

- the information provided is full, reliable and true;

- the costs declared are eligible (see Annex 3);

- the costs can be substantiated by adequate records and supporting documentation that will be produced upon request or in the context of checks, reviews, audits, and investigations (see Article 4), and

- for the last reporting period: that all the receipts have been declared.

(ii) an explanation of the use of resources and the information on subcontracting for the reporting period concerned;

(iii) a 'periodic summary financial statement' consolidating the individual financial statements for the reporting period concerned and including — except for the last reporting period — the request for interim payment.

4. Final report

In addition to the periodic report for the last reporting period, the Lead Beneficiary must submit the final report within 60 days following the end of the last reporting period.

The final report must include the following:

A. a 'final technical report' with a summary for publication containing:

(i) a description of the work carried out by the Lead Beneficiary and the beneficiaries in line with the Project described in Annex 1;

(ii) an overview of achievements and/or outcomes related to objectives (Impact Framework) of the Project, including milestones and deliverables defined in Annex 1;
(iii) a description of the exploitation and dissemination of the results; and relevant communication activities.
(iv) Sensemaking and Learning Insights including:

- substantive learning from implementation of pilot activities, identified through relevant learning and Sensemaking activities;
- a summary of how learning resulting from the implementation of pilot activities is integrated into next steps and actions to be undertaken, i.e. beyond the grant period and incorporated into wider city decarbonisation activities;
- where available, insights and synthesised learning to support other cities facing similar challenges and/or planning to undertake similar activities (including 'Twin Cities'); and
- where relevant, high-level analysis of solutions / approaches ready for replication, transfer, and or/scaling, within the city and/or beyond.

B. a 'final financial report' containing:

(i) a 'final summary financial statement' consolidating the individual financial statements for all reporting periods and including the request for payment of the balance and

(ii) a 'certificate on the financial statements' (CFS)[1] of actual costs and unit costs calculated on the basis of Lead Beneficiary's usual cost accounting practices. The CFS's aim is to enable the EIT Climate-KIC, the Agency, the European anti-fraud office (OLAF) and the European Court of Auditor to check whether costs declared in the financial statements are eligible.

The costs for producing the CFS are eligible in the last reporting period only. It is recommended that The Lead Beneficiary includes the CFS costs in the budget estimated for the Project.

5. Currency for financial statements

Financial statements must be drafted in euro.

6. Language of reports

All reports (technical and financial reports, including financial statements) must be submitted in the language of the Award Agreement.

7. Bank account

The Lead Beneficiary shall indicate the bank account details for each Award payment upon request from the EIT Climate-KIC.

[1] Templates can be consulted on the EC Funding & tender opportunities portal: Reference Documents (europa.eu)

Annex 3

Cost Eligibility[2]

Eligible and Ineligible Costs

General conditions for costs to be eligible

'Eligible costs' are costs that meet the following criteria:

(a) for actual costs:

(i) they must be actually incurred by the Lead Beneficiary and the other beneficiaries.

(ii) they must be incurred during the Project term as set out in Article 2, with the exception of costs relating to the submission of the periodic report for the last reporting period and the final report;

(iii) they must be indicated in the estimated budget set out in Annex 1;

(iv) they must be incurred in connection with the Project as described in Annex 1 and necessary for its implementation;

(v) they must be identifiable and verifiable, in particular recorded in the Lead Beneficiary's and other beneficiaries' accounts in accordance with the accounting standards applicable in the country where the Lead Beneficiary and the other beneficiaries are established and with their usual cost accounting practices;

(vi) they must comply with the applicable national law on taxes, labour and social security, and

(vii) they must be reasonable, justified and must comply with the principle of sound financial management, in particular regarding economy and efficiency;

(b) for unit costs:

(i) they must be calculated as follows:

amounts per unit set out in Annex 1 or calculated by the Lead Beneficiary in accordance with its usual cost accounting practices multiplied by the number of actual units;

(ii) the number of actual units must comply with the following conditions:

- the units must be actually used or produced in the Project term as set out in Article 2;

- the units must be necessary for implementing the Project or produced by it, and

[2] Eligibility of costs guidelines are provided in article 6 of the Horizon 2020 Annotated Grant Agreement.

- the number of units must be identifiable and verifiable, in particular supported by records and documentation);

Specific conditions for costs to be eligible

Costs are eligible if they comply with the general conditions (see above) and the specific conditions set out below for each of the following budget categories:

A. direct personnel costs;

B. direct costs of subcontracting;

C. direct costs of providing financial support to third parties;

D. other direct costs;

E. indirect costs ;

'Direct costs' are costs that are directly linked to the Project implementation and can therefore be attributed to it directly. They must not include any indirect costs.

'Indirect costs' are costs that are not directly linked to the Project implementation and therefore cannot be attributed directly to it.