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European Union



### Award Agreement

**SGA NZC 101121530 - Subgrant – PCP2 - G333681- Zagreb - 24-26**

BETWEEN:

**Climate-KIC Holding B.V**

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

Registration number: 63299658

VAT number: NL855175588B01

Represented by: Kirsten Dunlop, CEO.

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

And

**Grad Zagreb**

**City of Zagreb**

Having its registered seat at:

Trg Stjepana Radića 1,10000, Zagreb, Croatia;

EU registration number PIC 989531727;

VAT number HR61817894937;

Represented by Tomislav Tomašević, Mayor of Zagreb;

(Hereinafter referred to as: “**Lead Beneficiary**” acting on behalf of the consortium of partners listed in Annex I)

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

**WHEREAS**

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 Europe Research and innovation funding programme (2021-2027), for the funding of the action entitled 'Accelerating cities' transition to net zero emissions by 2030' — 'NetZeroCities' (**The Action'**), Grant Agreement no. SGA-NZC 101121530.

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

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 **Activating Green Courtyards for Carbon Neutrality** (**'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, The 1st of May 2024.

#### **2.3 Term**

The term of this Award Agreement shall be from the Effective date, from 1st May 2024 onward, and until the full completion of the Project or the expiration of the Project end date, 30<sup>th</sup> April 2026, 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 **EUR 600 000** for the execution of the Project.

#### **3.2 Payment Terms**

The Award shall be provided in instalments and shall be provisional 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 30 calendar days from report documentation approval.

The Lead Beneficiary shall set up a process for cascading funding to the consortium partners listed in Annex 1.

### **3.3 Payment schedule**

- Upon signature of the Award Agreement, 50% 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.
- Upon receipt and approval by the EIT Climate-KIC of first periodic interim report, up to 40% of the total award amount.
- Upon receipt and approval by the EIT Climate-KIC of the final report, a final balance payment adjusted to the actual cost claimed and capped to the maximum awarded amount.

### **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 compliant or insufficient (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.

### **3.5 Payment recovery**

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

### **3.6 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 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.

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 Europe Research and innovation funding programme (2021-2027).

In the instance of such evaluations EIT Climate-KIC may request from the Lead Beneficiary to 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 years after the payment of the balance.

## **Article 5: Ownership of Results**

### **5.1 Rights of Parties**

‘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 in the Project, as well as any rights attached to it, including intellectual property rights.

### **5.2 Joint ownership by the Parties**

Parties will jointly own results if:

- a) they have jointly generated them and
- b) it is not possible to:
  - (i) establish the respective contribution of each Party, or
  - (ii) separate them for the purpose of applying for, obtaining, or maintaining their protection.

The joint owners must agree (in writing) on the allocation and terms of exercise of their joint ownership ('joint ownership agreement'), to ensure compliance with their obligations under this Award Agreement.

Once the results have been generated, joint owners may agree (in writing) to apply another regime than joint ownership.

### **5.3 Rights of third parties**

If third parties (including personnel) may claim rights to the results, the Party concerned must ensure that it complies with its obligations under the Award Agreement.

If a third party generates results, the Party concerned must obtain all necessary rights (transfer, licences or other) from the third party, in order to be able to respect its obligations as if those results were generated by the Party itself. If obtaining the rights is impossible, the Party must refrain from using the third party to generate the results.

Granting result exploitation rights to third parties shall be agreed in writing.

### **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').

They 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 years after the Project end date, the Parties must keep confidential any data, documents, or other material (in any form) 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 amount of the transfer 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, the Lead Beneficiary must inform EIT Climate-KIC.

The Lead Beneficiary shall always:

- a) use 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) include 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, 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 due to the implementation of the Project or due to failure of the Project implementation to comply with the Award 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 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 expensed 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:

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

No Party shall 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:

- 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,
- labour disputes or strikes, or



- 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 addresses and recipients as listed below.

#### **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 or telefax with receipt acknowledgement.

#### **Other communication:**

Other communication between the Parties may also be affected by other means such as e-mail with acknowledgement of receipt, which fulfils the conditions of written form.

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 and amendments**

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.

Amendments and modifications to the text of this Award Agreement including Annexes shall be made in writing and signed by Authorized Representatives of both Parties.

### **13.6 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.

### **13.7 Applicable law**

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

### **13.8 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 signature of a Party by means of a scan or digitization of the original signature (e.g. a scan in PDF format) or an electronic signature (e.g. via DocuSign), 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:

Name: Kirsten Dunlop

Title: CEO

Date:

Grad Zagreb

City of Zagreb

Signature:

Name(s): Tomislav Tomašević

Title(s): Mayor of Zagreb

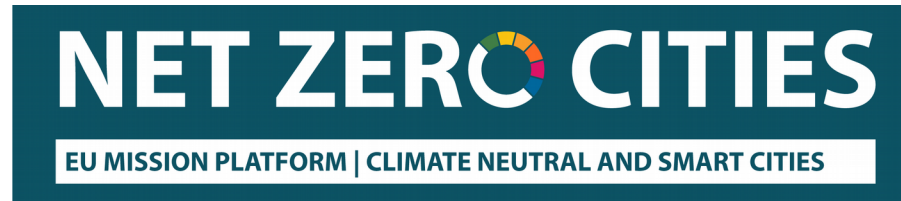
Date:

**ANNEX 1**

**Project Proposal**

**Impact Framework Indicators**

**Budget**



NetZeroCities Pilot Cities Programme, Cohort 2 (2023)

# Activating Green Courtyards for Carbon Neutrality

City of Zagreb



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Proposal Details	
Call for Proposal	NetZeroCities Pilot Cities Programme, Cohort 2 (2023)
Title	Activating Green Courtyards for Carbon Neutrality
Lead Organisation	City of Zagreb
City	Zagreb
Country	Croatia
Grant Allocation Request	€600,000.00
Planned Project Start Date	01/05/24
Planned Project End Date	30/04/26
Proposal Start Date	23/04/24 10:49
Applicant Primary Contact	Franovbeokovic Ines
Primary Contact Email	ines.franovbeokovic@zagreb.hr
Primary Contact Phone	
Proposal Stage	Submitted
Due Date	06/11/23 17:00
Proposal Submission Date	23/04/24
Re-submission Date	30/04/24

### Project Description

Activating Green Courtyards for Carbon Neutrality -Acc. to the European Environment Agency (<https://www.eea.europa.eu/highlights/how-green-are-european-cities>), Zagreb is the greenest capital in EU. It boasts a large natural preserve to the city's north and an extensive system of parks+green areas. This legacy adds to the city' quality of life and makes it attractive for people+companies. We want to build on this legacy and continue to expand+improve the system of green spaces. One strategic area we identified are interior courtyards of apartment buildings and businesses/organizations throughout the city. These are largely private/semi-public outdoor spaces where few concerted efforts were undertaken in past years. We want to change that and this proposal is a critical lever for moving things in the right direction, being also well aligned with local strategies and with the city leadership's priorities. Our project's scope is three-fold: 1)expand the system of carbon sinks in the city, to aid with our efforts to achieve climate neutrality by 2030; 2)improve the quality of life in key areas in the core city, to reduce suburbanization, urban sprawl, and GHG emissions from metropolitan commuting; 3)strengthen participatory approaches in the city, with a view to developing net-zero solutions that also respond to citizen's needs and with the hope that the citizens and stakeholders we will engage will become active actors in our local coalition for climate neutrality. To achieve this goal, the key activities we propose through the project include: 1)development of a few pilot interventions that will help us achieve some early results+calibrate the future scale up of the project; 2)development of a framework for scaling up the program; 3)strengthening the local capacity to develop, innovate+implement net-zero solutions; 4)strengthen public participation platforms+processes, to ensure co-design of net-zero solutions+to focus on interventions that respond to community needs. The interventions in courtyards will include, among others: planting new trees; introducing new green areas; permeable surfaces; use of sun-reflecting colors (to address urban heat islands); compost facilities for biodegradable waste and quality urban furniture; playgrounds for kids; LED lighting with green energy; racks for bikes/scooters; tools for repurposing rainwater to sustain green areas. For each courtyard, residents and stakeholders will be consulted from the start and will be engaged in the preparation of the final designs.



## Proposal Overview

Lever(s)
Data and Digitalisation
Democracy and participation
Financing and funding
Governance and policy
Learning and capabilities
Procurement
Social innovation
Technology/infrastructure

Emissions Domain(s)
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
Industrial process emissions
Land use (including agriculture, forestry, and other land uses)
Multi-sector waste management and disposal

Organisation Roles	Organisation Name	Role	Type	Primary Contact	Website
Sveuciliste U Zagrebu Agronomski fakultet - Collaborator	Sveuciliste U Zagrebu Agronomski fakultet	Collaborator	Other		<a href="https://www.agr.unizg.hr/">https://www.agr.unizg.hr/</a>
City of Zagreb - Proposal Lead	City of Zagreb	Proposal Lead	Cities / Regions		<a href="https://www.zagreb.hr/">https://www.zagreb.hr/</a>
Croatian Association of Landscape Architects (CALA) - Collaborator	Croatian Association of Landscape Architects (CALA)	Collaborator	Other		<a href="http://hdka.hr/">http://hdka.hr/</a>
ODRAZ - Sustainable community development - Collaborator	ODRAZ - Sustainable community development	Collaborator	Education / Research		<a href="http://ww.odraz.hr">ww.odraz.hr</a>

Project Roles	Contact	Role	Organisation	Email
PR-0801	Franovbeokovic Ines	Proposal Lead	City of Zagreb	<a href="mailto:ines.franovbeokovic@zagreb.hr">ines.franovbeokovic@zagreb.hr</a>

## Work Plan

### Work Packages

Work Package	Description
1. WP: 1. PROJECT MANAGEMENT AND GOVERNANCE (PLAN – COORDINATE – MONITOR)	<p>WP: 1. PROJECT MANAGEMENT AND GOVERNANCE (PLANNING – COORDINATING – MONITORING - ASSESSING) - DESCRIPTION: The aim of this work package is to ensure an effective and transparent project management process by means of planning, governance, coordination, control, monitoring and evaluation, including the financial management and auditing. Moreover, in line with the commitment to ensure and respect all cross-cutting overarching principles, this work package also encompasses a cross-monitoring component that addresses issues related to and catering for cross-cutting themes and GDPR aspects. Therefore, through and within this WP, the following objectives are pursued: -Establishing an optimal framework to facilitate the smooth operation of processes, execution of activities, achievement of results, communication and learning throughout the project. -Designing and implementing a governance process that operates seamlessly and is guided by principles of equal access, equal opportunities and inclusion, particularly in terms of decision-making and conflict resolution. -Conducting a systemic/comprehensive management process that ensures the highest project quality and effectively manages potential risks with appropriate mitigation and contingency tools. -Ensuring compliance with all budgetary provisions in accordance with the financial requirements outlined in the Grant Agreement. -Upholding data security and adhering to principles of equality, diversity, accessibility, inclusion, and just transition. -Overarching monitoring. -Reporting and communicating with the NetZeroCitiesTeam. The workplan will be based on effective leadership, communication and collaboration among all partners and individuals involved. The Project Management team will be responsible mainly for: -Developing and sticking to a comprehensive project plan (timelines, milestones, resource allocation) in line with the submitted application. -Managing and facilitating collaboration among project partners, while also governing the work of individuals through consistent and transparent communication and coordinated efforts. -Resolving conflicts that may arise among project partners and individuals or within the project as a whole. -Identifying and mitigating risks that could potentially impact the project's success, as well as adapting to potential internal/external changes. -Maintaining the quality of project deliverables and outcome through monitoring and evaluation. -Ensuring adherence to relevant EU and national regulations. -Compiling and submitting mandatory technical and financial reports at regular intervals, as specified in the GA. -Ongoing monitoring of project progress, evaluating its overall impact, assessing whether it aligns with the initial objectives and making any necessary adjustments, if needed. -Maintaining comprehensive financial records and documentation to substantiate financial reports and fulfill audit and compliance obligations. -Overseeing the flow of funds within the project to ensure that adequate resources are available for project activities, while averting issues related to overspending or cash flow, including distribution and management of funds between the project partners. -Ongoing surveillance of expenses and financial transactions. -Identifying and mitigating financial risks that have the potential to</p>

Work Packages	
Work Package	Description
	<p>impact the project's budget or financial stability, encompassing measures to prevent, detect and address potential irregularities or fraudulent activities. -If needed, managing currency exchange rates. -Overseeing the procurement process in accordance with relevant regulations, ensuring transparent and equitable procurement decisions. Additionally, ensuring that subcontracting arrangements are properly managed and adhere to all relevant rules. -Ensuring that financial records are maintained with precision and are available for audit. -Commitment to adhere to all national, EU and GA's financial regulations. -Ensuring that each project activity addresses and accommodates cross-cutting themes and the principles of a just transition and DNSH and verifying that the project conforms to all pertinent legal and ethical standards, including safeguarding intellectual property rights. In the event that the designated staff identifies issues, they will promptly communicate these concerns to the Management Bodies. They will also be tasked with suggesting swift and effective approaches for resolving these issues and overseeing the implementation of the solutions chosen by the Management Body as the most optimal. GDPR compliance will be an ongoing process, that will rely on the close collaboration of project partners and teams. The GDPR-related tasks will use the procedures and tools that project partners have previously developed, ensuring compliance with all current regulations and requirements. TIMELINE: M1-M24 WP LEADER: CITY OF ZAGREB. All the project partners will play an active role in the work package by providing input and feedback.</p>
<p>2. WP: 2. PROJECT VISIBILITY (IDENTIFY - ACKNOWLEDGE – APPROPRIATE - ENGAGE</p>	<p>WP: 2. PROJECT VISIBILITY (IDENTIFYING - ACKNOWLEDGING – APPROPRIATING - ENGAGING) - DESCRIPTION: This WP aims to facilitate communication across different sectors and to foster collaboration through communication, aiming to establish a robust democratic infrastructure (such as to enhance democratic vitality and accountability while driving innovation through the dissemination of information and messages), in order to deeply involve the local ecosystem in the pursuit of climate neutrality (ensuring inclusive participation in local processes related to climate neutrality). Thus, our communication approach is intended to enhance the culture of engagement within the city, ultimately encouraging individual changes throughout all local systems. The ultimate target is to promote our vision, such as the climate neutrality endeavours to enjoy widespread trust and acceptance. We will use tangible and digital communication tools to actively involve and educate the citizens, fostering a mutual learning process with them and other urban stakeholders. The aim is for the project to instigate lasting change that prioritises people, fosters community commitment, enhances climate resilience and aligns with the local circumstances. Therefore, the communication WP will disseminate the project's impact narrative reflecting, through an easy-to-understand-language, the city's and the project's Impact Logic. The communication materials will thus incorporate qualitative and quantitative information pertaining to the project and the broader local decarbonization efforts. The information will be shared both internally within relevant city departments and externally with various audiences, (citizens, communities, innovation ecosystems, interested external stakeholders): while the key audience consists of stakeholders within the city's urban agglomeration, the communication materials will be tailored for dissemination among similar urban areas and any other interested practitioners. This approach will ensure that the insights and knowledge obtained from sensemaking and learning activities conducted throughout the project will</p>

Work Packages

Work Package	Description
	<p>be effectively communicated to a larger audience. To ensure that insights are properly communicated, we will disseminate them across multiple levels and scales: individuals, teams, city organizations, city clusters, national networks. The knowledge and data generated by the project will be communicated using inclusive approaches that consider the intersections of various social categories (ethnicity, age, disability etc.) as well as the significance of gender considerations. The goal is to ensure that this information reaches all types of stakeholders, leaving no one behind in the learning process about climate neutrality. To achieve this, when developing the communication tools, we will consider the following aspects: collaborating with local artists and consulting with experts in social sciences and humanities to create materials that are inclusive and easily understandable, making them accessible to people from diverse backgrounds. As a result, throughout the entire project, the communication objectives include: -Promotion:Presenting the results of the NZC project, emphasizing the lessons learned and the potential for scaling the project up. -Awareness:Increasing project's awareness and visibility among similar urban areas interested in adopting the project's solutions for climate neutrality, apart from informing the general public about the project. -Engagement:Establishing an active community within the city and beyond, creating an environment conducive to the long-term utilization of the project's outcomes. -Behavioral change:Encouraging individual adoption of climate neutrality within the local ecosystem (citizens, businesses, NGOs, institutions, other relevant stakeholders), such as to foster and widely spread the climate-neutral mindset promoted through the project solutions. -Foster and sustain momentum:Paving the way for an accelerated transition to climate neutrality, including the mobilization of the private sector to further support this transition and celebrating achievements in reaching carbon neutrality. However, our communication will go beyond the information shared in this WP: it is highly ambitious and will also be integrated into the activities of WP 3 (particularly) and WP 4, fundamentally reshaping the entire local perspective on climate neutrality, by making it an integral part of the city's identity. All project partners will actively participate in communication and dissemination efforts and monitoring activities will be implemented to enhance the impact of communication. Our commitment is to make certain that all materials and tools developed within this WP are readily accessible, fair and equitable, ensuring that they are user-friendly and understandable for every targeted/potential user, regardless of their circumstances. TIMELINE: M1-M24 WP LEADER: ODRAZ. All the project partners will play an active role in the work package by providing input and feedback.</p>
<p>3. WP: 3. SENSEMAKING, STRATEGIC LEARNING AND CROSS-FERTILIZATION (INSIGHT</p>	<p>WP: 3. SENSEMAKING, STRATEGIC LEARNING AND CROSS-FERTILIZATION (INSIGHT CO-GENERATION &amp; KNOWLEDGE CO-CREATION) - DESCRIPTION:This WP will involve co-developing and learning about tools for expediting progress toward our city's 2030 climate neutrality objectives. Progress within this work package relies on the insights gathered and the knowledge generated by the tools created within it, which mutually develop one another. By working closely with the local community and ecosystem, we will collaboratively co-identify and co-model climate-neutral and green solutions for private and semi-public outdoor spaces. Thus, our objective is to collectively explore systemic solutions that integrate social, cultural, technological, nature-based innovations, as well as novel business and governance models to support the climate transition of private and semi-public outdoor spaces. We aspire to address</p>

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	<p>multiple emission domains and aim to engage with multiple urban systems and functional silos, in order to cooperate for bringing about systemic change in the pursuit of climate neutrality. These co-developed solutions for climate-neutral green private and semi-public outdoor spaces will be consolidated and collectively modelled through a user-friendly, comprehensive virtual one-stop-shop. Furtherly, through the one-stop-shop, we intend to digitally showcase these solutions for the benefit of anyone interested. In doing so, we aim to foster accelerated mutual and peer learning, both at the local level and across Europe. Subsequently, through the identified key interventions, namely the climate-neutral and green solutions for private and semi-public outdoor spaces, this work package serves as the primary input source for the Work Package 4, because the results will furtherly undergo practical testing in the Work Package 4' pilot program. All the above will take place within the framework of a Climate-Neutral Greening Hub, that will start with the creation and operationalization of a Climate Neutral Greening Division - a novel governance approach, fostering collaboration, active involvement and experimentation during the WP's planned events but also within the other project activities. Collaborating with a diverse range of stakeholders from different categories, including the community, the ecosystem, Twin Cities and external experts, with support from the NetZeroCities team and EU Mission for 100 smart and climate-neutral cities' experts, will result in the development of knowledge, capacity, and capabilities at the city level, that will help us to implement the co-developed innovative pathways during the Work Package 4' activities. Within this work package, we will implement a structured and ongoing process of evaluation and synthesis, yielding real-time insights that will assist us in comprehending which solutions are effective, in what contexts, for whom, and why. Additionally, we will share and gather knowledge through the Twinning Learning activities. Our commitment is to make certain that all materials and tools developed within this WP are readily accessible, fair and equitable, ensuring that they are user-friendly and understandable for every targeted/potential user, regardless of their circumstances. In the initial phase, within the Climate-Neutral Greening Hub, the consortium will develop the model for the Climate-Neutral Greening Division. Following the Division's launch, 4 collaborative events will be organized within the Hub, to co-create, in partnership with a diverse group of local stakeholders, a comprehensive set of local solutions for climate-neutral private and semi-public outdoor spaces, that will be presented through D3.2.1 and also feed into the WP 4's deliverables. The events will also feature an educational component, where knowledge on climate-neutrality will be shared, generated and debated for multiple emission domains and system types. Drawing upon the insights gathered in activity 3.1, a digital solution will be developed to empower participation from a broad spectrum of local stakeholders in the (co-)design, (co-)implementation and (co-)monitoring of climate-neutral and green solutions/interventions for private and semi-public outdoor spaces. The digital solution will be open for access to all. The platform will be furtherly managed by the Division. Following the project's conclusion, we will identify funding to ensure the platform's ongoing maintenance and operation. Post-implementation, its architecture could be replicated to other cities and scaled to suit spaces (brownfield sites, industrial sites etc). Further on, the Hub will continue to serve as the local platform for action with regard to climate neutrality and opportunities to continue its will be explored. The Division will continue its operations beyond the project's completion, by</p>

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	taking on the role of overseeing ongoing local efforts toward climate neutrality. TIMELINE: M2-M24 WP LEADER: CALA. All the project partners will play an active role in the work package by providing input and feedback.
4. WP: 4. TRANSFORMING THE INSIGHTS INTO PROGRAMMES AND POLICIES (IDEA	<p>WP: 4. TRANSFORMING THE INSIGHTS INTO PROGRAMMES AND POLICIES (IDEA – PROGRAM - POLICY) - DESCRIPTION: This work package serves as the culmination of the preceding project activities, as it launches (and, thus, tests) a pilot program aimed at implementing cost-efficient climate-neutral landscaping interventions at the local level, particularly focusing on transforming private and semi-public outdoor spaces, primarily courtyards in residential buildings, into carbon-emission-free zones. These interventions involve implementing comprehensive solutions for climate neutrality with a strong emphasis on greening practices. In these interventions, we are focusing on compact solutions that will yield numerous positive outcomes for both the community and the environment, in the aim of expediting progress towards climate neutrality. Before the project started, the municipality launched a campaign aimed at converting private spaces into green areas. However, this was an initial phase, of testing the community's receptiveness to such initiatives. Because of the campaign's success and given the significant enthusiasm showed by citizens to participate in such endeavors, through the pilot program for climate-neutral, green local courtyards, this effort will not only be sustained but significantly expanded, with a particular focus on transitioning private and semi-public outdoor spaces (which constitute a significant portion of the city's area, compared to public spaces) into carbon-neutral zones. Thus, this deliverable represents a vital extension of the earlier-mentioned initiative and involves the entire process (evidence-based substantiation analysis, modeling landscape blueprints, defining the methodology, beneficiary selection criteria, conditions and requirements for the targeted interventions, carrying out the selection process of future pilot beneficiaries, implementing the solutions and monitoring their impact with regard to climate neutrality) of testing small climate-neutral greening interventions in pilot private and semi-public outdoor spaces. Firstly, the WP involves the translation of results from all preceding project activities (and particularly from WP 3), into practical applications that will undergo testing of empirical insights into the real environment. This approach aims to effectively implement solutions that incorporate social, technological, nature-based and regulatory innovation, together with new business and governance models, all of which form the foundation for the climate transition of Zagreb's private and semi-public outdoor spaces. Secondly, it entails converting the insights and evidence generated throughout the project into policies that, in addition to their local impact, can bring about positive benefits at both the national and European levels. The outcomes of this work package will be integrated into two policy papers designed to standardise, replicate and scale-up the pilot program at local, regional and even national level (with the potential for expansion even to foreign cities), with a special focus on extending such programmes from the core city to the entire functional urban area. Thus, through the two WP activities, we will demonstrate how the municipality's prior efforts seamlessly align with the solutions developed in this project, ensuring that climate-neutral interventions do not cover only to public spaces but also extend to private and semi-public ones. The city has already implemented various technical solutions of relevance and use for this particular project, and the integration of data and results generated by these previous solutions will serve as the foundation for D4.1.1: ZG Geoportal (Gateway to the Zagreb Spatial Data</p>

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	<p>Infrastructure), the 3R City Model (including the 3D Green Cadastre) and a geoportal for spatial planning, incorporating a dedicated section focused on Cultural Heritage and Nature Protection. Moreover, the city of Zagreb is currently implementing the Greening of the City 2023-2025 program, which includes the planting of 8,000 trees in public and city-owned areas. Implicitly, the pilot program represents an extension of the Greening of the City 2023-2025 program: it introduces the component of green climate-neutral interventions in private and semi-public outdoor spaces (alongside the actions already developed for public areas). The programme and policies crafted in this WP will be data-driven, based on the analyses conducted in the initial deliverable of the work package. Throughout the entire process, the members of the Climate-Neutral Greening Division will be actively engaged and even participate as members of the jury responsible for selecting the pilot sites. All materials and tools developed within this WP are readily accessible, fair and equitable, ensuring that they are user-friendly and understandable for every targeted/potential user, regardless of their circumstances. TIMELINE: M4 – M24 WP LEADER: CITY OF ZAGREB. All the project partners will play an active role in the work package by providing input and feedback.</p>

Deliverables				
Work Package	Deliverable	Start Date	End Date	Description
1. WP: 1. PROJECT MANAGEMENT AND GOVERNANCE (PLAN – COORDINATE – MONITOR)	D1.1.1. PROJECT MANAGEMENT TOOLKIT	01/05/24	31/05/24	D1.1.1. PROJECT MANAGEMENT TOOLKIT - A comprehensive toolkit will be created, encompassing all the project management principles, processes, mechanisms and tools to be employed by the project staff throughout the project's duration. This toolkit will also comprise the management plan, governance model and strategies+tools for preventing, mitigating and addressing risks. It will be disseminated to all individuals participating in the project, including both management and implementation teams.
	D1.1.2. NZC TECHNICAL REPORTS	01/05/24	30/04/26	D1.1.2. NZC TECHNICAL REPORTS - Two technical reports will be forwarded to the funding body: the interim report (to be submitted for the initial reporting period spanning months 1-12) and the final report (to be submitted for the second and concluding reporting period encompassing months 13-24). These reports will provide comprehensive details on the activities undertaken by the project consortium and the allocation of resources.
	D1.2.1. NZC FINANCIAL REPORTS	01/05/24	30/04/26	D1.2.1. NZC FINANCIAL REPORTS - Two financial reports will be forwarded to the funding body: the interim report (to be submitted for the initial reporting period spanning months 1-12) and the final report (to be submitted for the second and concluding reporting period encompassing months 13-24). These reports will cover the financial statements provided by each beneficiary and will itemize the eligible expenses (actual costs for the direct costs and the flat rate of 25% for the indirect costs).

Deliverables				
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	D1.3.1. CROSS-MONITORIZATION REPORTS	01/05/24	30/04/26	D1.3.1. CROSS-MONITORIZATION REPORTS - Two reports, which will be developed and submitted concurrently with D1.1.2 and 1.2.1, comprehensively outlining all aspects related to cross-cutting considerations. These reports will illustrate the project's strategies and efforts in addressing, approaching and accommodating cross-cutting themes, including GDPR, DNSH, diversity, inclusion, gender considerations, accessibility, and the principles of a just transition.
	D1.2.2. FINANCIAL AUDIT REPORT	01/04/26	30/04/26	D1.2.2. FINANCIAL AUDIT REPORT - Compulsory Certificate on the Financial Statement to be submitted together with the final financial report. It will comprise the financial statements verified by an independent or external auditor, will be drawn up using the template provided in the grant management pack by EIT-Climate KIC and will cover the costs declared on the basis of actual costs and costs according to usual cost accounting practices. The document will respect all the conditions required by the funding body.
2. WP: 2. PROJECT VISIBILITY (IDENTIFY - ACKNOWLEDGE – APPROPRIATE - ENGAGE	D2.1.1. PROJECT COMMUNICATION STRATEGY	01/05/24	31/05/24	D2.1.1. PROJECT COMMUNICATION STRATEGY - The strategy will ensure the clarity, transparency and efficiency of internal (among project partners) and external communication (with the project's target audience and all stakeholders). It will articulate the project's communication vision, mission, strategic and specific objectives, plus key messages to be communicated to the recipients (project team members, representatives of the local ecosystem, prospective beneficiaries and every other national and international stakeholder).
	D2.1.2. PROJECT COMMUNICATION PLAN	01/05/24	31/05/24	D2.1.2. PROJECT COMMUNICATION PLAN - Framework covering tools and techniques for effectively sharing information to the stakeholders during the project duration: stakeholder analysis, communication channels, content scheduling, transparency-engagement-accountability, multilingual approach, monitoring and feedback tools, and monitoring and assessment. By following the communication plan, we will ensure that stakeholders are adequately informed, actively engaged and share a common understanding of the project and its funding source.
	D2.2.1. PROJECT EVENTS	01/05/24	30/04/26	D2.2.1. PROJECT EVENTS - -Inaugural Conference: project partners, local ecosystem&community, interested ( inter)national stakeholders -Midterm Progress Showcase: project partners, local ecosystem&community, interested ( inter)national stakeholders -Concluding Convention: project partners, local ecosystem & community, (inter)national experts as speakers, Twin Cities peers, the NetZeroCitiesTeam, EU 100 Mission representatives etc We will ensure all genders' representation among speakers,



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				guests and other participants.
	D2.2.2. DIGITAL COMMUNICATION CONTENT	01/05/24	30/04/26	D2.2.2. DIGITAL COMMUNICATION CONTENT - Regular, monthly digital content about the project, the funding program and climate neutrality matters (informative, educational content for the public, local climate neutrality actions and commitments, etc.): -Social media posts on all partners' pages -Newsletters shared within local networks -Email dissemination to target audience + stakeholders -Dedicated webpage on City Hall's website, with comprehensive information related to the project + local climate neutrality objectives/ initiatives
	D2.2.3. PRESS COMMUNICATION CONTENT	01/05/24	30/04/26	D2.2.3. PRESS COMMUNICATION CONTENT - Two press releases are planned for publication in both the online and printed local media. The initial release is scheduled for the project's start, while the second release will coincide with the project's conclusion. The releases will contain comprehensive details about the project and the funding program.
3. WP: 3. SENSEMAKING, STRATEGIC LEARNING AND CROSS-FERTILIZATION (INSIGHT	D.3.3.1. STRATEGIC SENSEMAKING AND LEARNING CHART	01/05/24	30/04/26	D.3.3.1. STRATEGIC SENSEMAKING AND LEARNING CHART - Visual representation that will present the knowledge and data derived from sensemaking and learning. It will facilitate clear communication and widespread dissemination of project's progress+impact (framing all final outcomes and decarbonization co-benefits). The visual will summarize the projects' co-created and consensus-based impact narrative, integrating both qualitative and quantitative data assessments into a cohesive illustration, which will be shared with all project stakeholders.
	D.3.3.2. STRATEGIC SENSEMAKING AND LEARNING TOOLBOX	01/05/24	30/04/26	D.3.3.2. STRATEGIC SENSEMAKING AND LEARNING TOOLBOX - Resource kit condensing + illustrating the outcomes derived from the project's strategic, action-oriented, social, organizational, process-based and experiential learning. It will be available on the project's one-stop-shop, official website and all project's and consortium partners' communication platforms. Its purpose is to serve as a tool for other cities, aiding them in developing practical approaches for achieving systemic processes of climate neutrality through collaborative actions.
	D.3.4.1. FUTURE FINANCING MAP	01/05/24	30/04/26	D.3.4.1. FUTURE FINANCING MAP - The tangible outcome of both A3.4.1. and the efforts undertaken by the Financial Sustainability Manager. It will be a comprehensive assessment of funding sources (public sector co-funding, private sector financing, reallocation of public and private sector budgets, philanthropic funding etc). These funding options will be analyzed for their potential to not only expand the project's scope but also to realize the broader local climate neutrality objectives over the medium and long term

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	D3.1.1. CLIMATE-NEUTRAL GREENING DIVISION OUTLINE	01/05/24	31/10/24	D3.1.1. CLIMATE-NEUTRAL GREENING DIVISION OUTLINE - In the project's initial phase, we will formulate the Division's structure and operational procedures by studying successful European models and aligning them to our context. Its initial members will comprise representatives from the three project partners. The subsequent selection of members for the Division will take place at the project launch event, where we will provide the local stakeholders the opportunity to adhere to the Division, as long as they express a voluntary interest in joining.
	D3.1.3. CLIMATE-NEUTRAL GREENING DIVISION OPERATIONALIZATION	01/05/24	30/04/26	D3.1.3. CLIMATE-NEUTRAL GREENING DIVISION OPERATIONALIZATION - Throughout the project, the Division will 1) play an active role in supervising, advising and contributing to project activities, 2) provide support in developing, implementing, monitoring and scaling the WP3&4 solutions, 3) participate in WP2&3 events. Membership recruitment will be promoted through the project events, online channels, D3.1.8. The Division will continue its operations beyond the project's conclusion, by overseeing ongoing local initiatives related to climate neutrality.
	D3.1.4. CLIMATE-NEUTRAL LANDSCAPING INNOVATION CAMP AND IDEATHON	01/05/24	30/04/25	D3.1.4. CLIMATE-NEUTRAL LANDSCAPING INNOVATION CAMP AND IDEATHON - Collaborative design workshop with 2 goals: 1) co-creation of solutions for local challenges arising from the need to convert private and semi-public outdoor spaces (plots, courtyards etc.) in climate-neutral green areas & 2) collection of input for feeding the One-Stop-Shop for Climate-Neutral Greening Tactics + the WP 4 deliverables. Participants: Experts/professionals representing the local, national and international ecosystems, including members of the Climate-Neutral Greening Division. The ideathon is part of the events that will be focused on brainstorming and shaping ideas for cost-efficient climate-neutral & green interventions. The generated ideas will be included into the One-Stop Shop for Climate-Neutral Greening Tactics and feed into the WP 4 deliverables. Participants: Citizens and Home Owners' Associations Representatives
	D3.1.5. CLIMATE-NEUTRAL LANDSCAPING HACKATHON & DISCOVERY WORKSHOPS	01/05/24	30/04/25	D3.1.6. CLIMATE-NEUTRAL LANDSCAPING HACKATHON AND ENTREPRENEURIAL DISCOVERY WORKSHOPS - Fast-paced, competitive event where teams of pupils and students work intensively to create prototypes for climate-neutral green interventions suitable private and semi-public outdoor spaces. The generated ideas and prototypes will be presented on the One-Stop-Shop for Climate-Neutral Greening Tactics and feed the WP 4 deliverables. Discovery workshops aim to cultivate business ideas and models for climate neutral green works and landscaping interventions ;Participants: Pupils and students - the project consortium will collaborate with local schools and universities to reach this

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				audience; current +perspective entrepreneurs that could develop the needed business models, products and services.; students who can develop spin-offs based on the project's targeted business model.
	D.3.1.2. CLIMATE-NEUTRALITY TRAINING SESSIONS	01/06/24	28/02/25	D.3.1.2. CLIMATE-NEUTRALITY TRAINING SESSIONS - Intensive training program, anticipated to last approx. 4 days, designed for the members of the Division, to enhance the participants' understanding of climate neutrality within each emission domain and to delve in topics relevant to all systems associated with climate neutrality (carbon-free and active mobility, energy efficiency, circular economy, biodiversity, NbS etc) and various cross-cutting issues, including NEB and overarching principles like inclusion and gender diversity.
	D.3.2.3.VIRTUAL TWINNING MEETINGS	01/10/24	30/04/26	D.3.2.3.VIRTUAL TWINNING MEETINGS - Virtual discussion sessions with our Twin Cities, organized whenever needed. The meetings will not only cover logistical arrangements for the proposed visits but also include the sharing of project models, processes and solutions, along with the insights and knowledge accumulated during the project.
	D3.1.6. ONE-STOP-SHOP FOR CLIMATE-NEUTRAL GREENING TACTICS	01/12/24	31/03/26	D3.1.8. ONE-STOP-SHOP FOR CLIMATE-NEUTRAL GREENING TACTICS - Features: display of A3.1.2.-A3.1.6. solutions, citizen consultations, participatory modeling+tools for visualizing citizen-proposed intervention models, repository of best practices, guidance on sustaining climate-neutral green spaces, tools for monitoring WP4 interventions, list of funding and authorized providers for climate-neutral landscaping projects, details about the Hub, Division, Pilot Programme, input submission, info about the project and local climate neutrality initiatives.
	D.3.2.1.PEER VISITS TO TWIN CITIES	01/06/25	31/03/26	D.3.2.1.PEER VISITS TO TWIN CITIES - Conducting visits to our Twin Cities as per the requirements and calendar outlined within the NetZeroCities Twinning Learning Programme. These visits are intended to facilitate knowledge transfer and capacity-building with the Twin Cities that will be linked to Zagreb. A percentage of the staff's commitment will be allocated within the project budget for this purpose. Representatives from each partner will be involved.
	D.3.2.2.LEARNING VISITS TO ZAGREB	01/10/25	30/04/26	D.3.2.2.LEARNING VISITS TO ZAGREB - Hosting the visit through which the Twin Cities will have the opportunity to visit Zagreb. These visits are intended to facilitate knowledge transfer and capacity-building with the Twin Cities that will be linked to Zagreb. A percentage of the staff's commitment will be allocated within the project budget for this purpose. Representatives from each partner will be involved. The Climate-Neutral

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				Greening Division will also be invited to the visit.
4. WP: 4. TRANSFORMING THE INSIGHTS INTO PROGRAMMES AND POLICIES (IDEA	D.4.1.1. CLIMATE-NEUTRALITY SPATIAL DATA ANALYSIS	01/09/24	30/04/25	D.4.1.1. CLIMATE-NEUTRALITY SPATIAL DATA ANALYSIS - Spatial data analysis, integrating 4 key elements: -GIS mapping to identify local private and semi-public areas suitable for climate-neutral greening initiatives -Analysis of existing spatial data and property rights relationships -Spatial analysis to determine the areas where green spaces would yield the greatest advantages (e.g., private areas with limited access to blue-green zones) -Testing GIS for monitoring upcoming developments associated with the project's impact after its implementation
	D.4.1.3. SELECTION METHODOLOGY FOR PILOT CLIMATE-NEUTRAL GREEN SITES.	01/12/24	30/04/25	D.4.1.3. SELECTION METHODOLOGY FOR PILOT CLIMATE-NEUTRAL GREEN SITES. - Methodology for selecting the private and semi-public outdoor spaces that will benefit for climate-neutral greening interventions, including the the criteria to be used for choosing the private and semi-public outdoor spaces that will receive such from climate-neutral landscaping interventions.
	D.4.1.4. TERMS OF REFERENCE FOR CLIMATE-NEUTRAL LANDSCAPING INTERVENTIONS.	01/12/24	30/04/25	D.4.1.4. TERMS OF REFERENCE FOR CLIMATE-NEUTRAL LANDSCAPING INTERVENTIONS. - Comprehensive ToR, encompassing all essential criteria for the climate-neutral landscaping interventions to be implemented on the selected pilot sites. The documentation will outline prerequisites for climate-neutral interventions in multiple emission domains, for all major urban systems: greening, energy efficiency, green energy production, net-zero mobility solutions, circular economy measures (water + waste), NbS in line with the core values and working principles of the NEB etc.
	D.4.1.2. CLIMATE-NEUTRAL AND GREEN LANDSCAPE MODEL	01/02/25	30/04/26	D.4.1.2. CLIMATE-NEUTRAL AND GREEN LANDSCAPE MODEL - Landscape blueprint comprising visual rendering alternatives / options for climate-neutral and green landscape models, based on international best practices and integrating the input obtained in WP3.
	D.4.1.5 LIST OF SELECTED PILOT CLIMATE-NEUTRAL SITES.	01/06/25	31/07/25	D.4.1.5 LIST OF SELECTED PILOT CLIMATE-NEUTRAL SITES. - The selection process will rely on the methodology, steps and criteria to be developed in deliverables 4.1.2 to 4.1.4, being coordinated and done by the City of Zagreb, with contributions from the Climate-Neutral Greening Division. The process will result in the list of pilot sites (PSPOS) where the City of Zagreb will pilot small-scale climate-neutral greening interventions.
	D.4.1.6 CLIMATE-NEUTRAL LANDSCAPING INTERVENTIONS ON	01/08/25	31/03/26	D.4.1.6 CLIMATE-NEUTRAL LANDSCAPING INTERVENTIONS ON PILOT SITES. - The deliverable covers the small-scale, non-infrastructural climate-neutral landscaping interventions done by City of Zagreb at pilot sites. The selection process of the agents tasked with carrying out the climate-neutral landscaping interventions at pilot sites will

Deliverables				
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	PILOT SITES.			align with the ToR done in D4.1.4. and will follow the model of solution contests. In line with the available budget and the estimated project calendar, we foresee we will pilot climate-neutral greening interventions on 15 sites.
	D.4.2.1. LOCAL POLICY FOR THE STANDARDIZATION OF THE PILOT PROGRAM	01/01/26	30/04/26	D.4.2.1. LOCAL POLICY FOR THE STANDARDIZATION OF THE PILOT PROGRAM - Local policy aimed at streamlining and endorsing the procedures detailed in D 4.1.2. – D. 4.1.4, along with the standardization of the Climate-Neutral Greening Division at the local level. This policy document will be submitted to all the relevant local authorities
	D.4.2.2. POLICY PROPOSAL FOR THE NATIONAL SCALE-UP OF THE PILOT PROGRAM	01/01/26	30/04/26	D.4.2.2. POLICY PROPOSAL FOR THE NATIONAL SCALE-UP OF THE PILOT PROGRAM - A policy proposal designed to promote the replication of the program from activity 4.1 post-project completion and expand its scope to other cities at the national level. The proposal will also address the extension of the 4.1 program to encompass entire functional urban areas, making it a solution suitable not just for Zagreb but for all Croatian and European functional urban areas. This policy document will be submitted to the relevant national and European authorities.

Activities					
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1. WP: 1. PROJECT MANAGEMENT AND GOVERNANCE (PLAN – COORDINATE – MONITOR)	D1.1.1. PROJECT MANAGEMENT TOOLKIT	A1.1.1. PROJECT MANAGEMENT AND GOVERNANCE (CITY OF ZAGREB)	01/05/24	31/05/24	A1.1.1. PROJECT MANAGEMENT AND GOVERNANCE (CITY OF ZAGREB) - All activities for ensuring the project's successful completion, attainment of its goals, budget adherence and compliance with the regulations and requirements stipulated within the GA: project planning, consortium coordination, team governance, conflict resolution, risk/change management, quality assurance, compliance with EU regulations, reporting, documentation, project monitoring, evaluation. Effective leadership, communication and collaboration will underpin these activities.
	D1.1.2. NZC	A1.1.2. NZC TECHNICAL	01/05/24	30/04/26	A1.1.2. NZC TECHNICAL REPORTING (CITY OF

Activities					
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	TECHNICAL REPORTS	REPORTING (CITY OF ZAGREB)			ZAGREB) - Sustaining the relation with the funding entity by the project management team during the project's implementation phase and guaranteeing all pertinent aspects are addressed, including the preparation and submission of the reports that depict the project's real-time progress.
	D1.2.1. NZC FINANCIAL REPORTS	A1.2.1. PROJECT FINANCIAL MANAGEMENT AND NZC FINANCIAL REPORTING (CITY OF ZAGREB)	01/05/24	30/04/26	A1.2.1. PROJECT FINANCIAL MANAGEMENT AND NZC FINANCIAL REPORTING (CITY OF ZAGREB) - All responsibilities in place to guarantee the proper management of the budget and alignment with the regulations stipulated by the funding entity, the EU and national financial authorities: financial documentation, cash flow management, financial monitoring, financial risk management, exchange rate management, procurement and subcontracting. The activity also covers the preparation and submission to the funding entity of the mandatory financial reports.
	D1.3.1. CROSS-MONITORIZATION REPORTS	A1.3.1. CROSS-MONITORIZATION (CITY OF ZAGREB & ODRAZ)	01/05/24	30/04/26	A1.3.1. CROSS-MONITORIZATION (CITY OF ZAGREB & ODRAZ) - At the project's start, staff from City of Zagreb and ODRAZ will be assigned to ensure ongoing compliance to GDPR and DNSH and accommodation of cross-cutting themes (diversity, inclusion, gender equality, accessibility, just transition). They will ensure that every project activity 1) respects cross-cutting principles, 2) addresses cross-cutting concerns, 3) aligns with all relevant legal and ethical standards, including the protection of IP rights and adherence to partners' ethical guidelines.

Activities					
Work Package	Deliverable	Activity	Start Date	End Date	Description
	D1.2.2. FINANCIAL AUDIT REPORT	A1.2.2. FINANCIAL COMPLIANCE AND AUDIT (CITY OF ZAGREB)	01/04/26	30/04/26	A1.2.2. FINANCIAL COMPLIANCE AND AUDIT (CITY OF ZAGREB) - This activity will guarantee adherence to financial regulations, aligning with the commitment to follow the GA financial rules, as well as conforming to the directives set by the EU and national authorities. It also encompasses the audit and compliance component, ensuring precise maintenance of financial records and their accessibility for auditing, as required by the funding organization. Additionally, this activity will include the obligatory CFS process.
2. WP: 2. PROJECT VISIBILITY (IDENTIFY - ACKNOWLEDGE – APPROPRIATE - ENGAGE	D2.1.1. PROJECT COMMUNICATION STRATEGY	A2.1.1. PROJECT COMMUNICATION -DEVELOPMENT AND COMPLIANCE (ODRAZ)	01/05/24	31/05/24	A2.1.1. PROJECT COMMUNICATION -DEVELOPMENT AND COMPLIANCE (ODRAZ) - The activity encompasses creating a comprehensive and cohesive communication strategy to be used by all project partners throughout the project's duration, covering all aspects of project and funding program communication. A Communication Manager, assisted by inputs from all project members, will be responsible for overseeing its preparation and execution. The responsibility for enhancing the effectiveness of the project's communication efforts will be distributed among all project partners.
	D2.1.2. PROJECT COMMUNICATION PLAN	A2.1.2. PROJECT COMMUNICATION – PLANNING AND EXECUTION (ODRAZ)	01/05/24	31/05/24	A2.1.2. PROJECT COMMUNICATION – PLANNING AND EXECUTION (ODRAZ) - The activity entails formulating and implementing a well-structured plan to proficiently relay

Activities					
Work Package	Deliverable	Activity	Start Date	End Date	Description
					information, updates and essential messages to a diverse array of stakeholders over the entire project's duration, by prioritizing accessibility, openness and the promotion of transparency, accountability and active engagement, while emphasizing relevant information related to climate neutrality. Every project partner will abide by and utilize the project's planning tools.
	D2.2.1. PROJECT EVENTS	A2.2.1. ORGANIZING AND RUNNING THE PROJECT COMMUNICATION EVENTS (ODRAZ)	01/05/24	30/04/26	A2.2.1. ORGANIZING AND RUNNING THE PROJECT COMMUNICATION EVENTS (ODRAZ) - Running the project communication events, which will showcase the project's vision, progress and impact, while also including educational elements to promote the local adoption of a zero-carbon mindset. The project presentation and the climate neutrality learnings will be accompanied by open talks with the participants, for discussing solutions to attain climate neutrality in the private sector, focusing on climate-neutral greening tactics for PSPOS. The gathered insights will feed WP3 and WP4.
	D2.2.2. DIGITAL COMMUNICATION CONTENT	A2.2.2. DIGITAL COMMUNICATION (ODRAZ & CITY OF ZAGREB)	01/05/24	30/04/26	A2.2.2. DIGITAL COMMUNICATION (ODRAZ & CITY OF ZAGREB) - Developing and openly disseminating inclusive and fair digital communication tools across all types of available channels, which will contain information about the project, its funding source and educational aspects about climate neutrality, consisting of posts and publications explaining the importance of climate neutrality at the local, national, and European



Activities					
Work Package	Deliverable	Activity	Start Date	End Date	Description
					levels, as well as providing guidance on how stakeholders can contribute to climate neutrality and user-friendly best practices etc.
	D2.2.3. PRESS COMMUNICATION CONTENT	A2.2.3. PRESS COMMUNICATION (ODRAZ & CITY OF ZAGREB)	01/05/24	30/04/26	A2.2.3. PRESS COMMUNICATION (ODRAZ & CITY OF ZAGREB) - Development and dissemination of press releases, which will communicate key information about the project (vision, impact, activities). Particular emphasis will fall on promoting the project activities where the local community, ecosystem and other stakeholders can engage actively, inviting them to participate. These press releases will also cover details about the funding source (the grant, NZC, Horizon Europe, the EU Mission) and local climate neutrality aspirations.
3. WP: 3. SENSEMAKING , STRATEGIC LEARNING AND CROSS-FERTILIZATION (INSIGHT	D.3.3.1. STRATEGIC SENSEMAKING AND LEARNING CHART	A.3.3.1. STRATEGIC SENSEMAKING AND LEARNING: MAPPING (CITY OF ZAGREB & ODRAZ)	01/05/24	30/04/26	A.3.3.1. STRATEGIC SENSEMAKING AND LEARNING: MAPPING (CITY OF ZAGREB & ODRAZ) - Cross-cutting activity throughout the project's timeline, designed to enable a structured, guided and continuous process of observation, reflection, inventory and synthesis to generate real-time insights extracted from the project. This activity will culminate in a chart summarizing the entire process. To ensure the efficient execution of this endeavor, a Sensemaking and Learning Strategist will be designated to act as the focal point for systemic, collaborative innovation within the city.
	D.3.3.2.	A.3.3.2. STRATEGIC	01/05/24	30/04/26	A.3.3.2. STRATEGIC SENSEMAKING AND

Activities					
Work Package	Deliverable	Activity	Start Date	End Date	Description
	STRATEGIC SENSEMAKING AND LEARNING TOOLBOX	SENSEMAKING AND LEARNING: SHARING (CITY OF ZAGREB & ODRAZ)			LEARNING: SHARING (CITY OF ZAGREB & ODRAZ) - This activity will culminate in a toolbox illustrating the outcomes derived from the project's strategic and action-oriented, social, organizational, process-based and experiential learning. To ensure that the acquired knowledge is properly capitalized, the Sensemaking and Learning Strategist will collaborate with project staff, particularly the Management and Communication Teams, to disseminate project learnings across various levels and scales.
	D.3.4.1. FUTURE FINANCING MAP	A.3.4.1. FUTURE FINANCING MAPPING (CITY OF ZAGREB)	01/05/24	30/04/26	A.3.4.1. FUTURE FINANCING MAPPING (CITY OF ZAGREB) - Transversal activity, aiming to identify future funding for the project's climate-neutral solutions and for additional relevant solutions. A Financial Sustainability Manager will be appointed for it, who will document policy solutions to efficiently mobilize capital, study how city-level capital structures for various financing sources can be established and document solutions for building the necessary capabilities to further channel capital for our continued pursuit of climate neutrality.
	D3.1.1. CLIMATE-NEUTRAL GREENING DIVISION OUTLINE	A3.1.1. CLIMATE-NEUTRAL GREENING HUB, PHASE I: LAUNCH OF THE CLIMATE-NEUTRAL GRE	01/05/24	31/10/24	A3.1.1. CLIMATE-NEUTRAL GREENING HUB, PHASE I: LAUNCH OF THE CLIMATE-NEUTRAL GREENING DIVISION (CITY OF ZAGREB & UNIVERSITY OF ZAGREB) - The Hub will be the overarching structure for all local climate-neutral greening actions, connecting stakeholders and providing the environment where all (co)designing-

Activities					
Work Package	Deliverable	Activity	Start Date	End Date	Description
					implementing-monitoring of climate-neutral greening solutions will occur. Initially, the consortium will develop a model for a Climate-Neutral Greening Division, by drawing inspiration from best practices and tailoring it to local conditions. This Division will be an integral part of all local climate neutrality initiatives.
	D3.1.3. CLIMATE-NEUTRAL GREENING DIVISION OPERATIONALIZATION	A3.1.3. CLIMATE-NEUTRAL GREENING HUB, PHASE II: OPERATIONALIZATION OF THE CLIMAT	01/05/24	30/04/26	A3.1.3. CLIMATE-NEUTRAL GREENING HUB, PHASE II: OPERATIONALIZATION OF THE CLIMATE-NEUTRAL GREENING DIVISION (CITY OF ZAGREB & UNIVERSITY OF ZAGREB) - At first, the Division will comprise delegates from the 3 project partners. Furtherly, it will consistently welcome new members who show interest, being open to a wide range of stakeholders (citizens, students, NGO and business leaders, representatives from local authorities and public institutions etc). As such, the Hub will become the local platform for climate neutrality actions and the Division will search opportunities to sustain its activities beyond the project's end.
	D3.1.4. CLIMATE-NEUTRAL LANDSCAPING INNOVATION CAMP AND IDEATHON	A3.1.4. CLIMATE-NEUTRAL GREENING HUB, PHASE III: CO-DESIGN THROUGH CLIMATE-NEUTR	01/05/24	30/04/25	A3.1.4. CLIMATE-NEUTRAL GREENING HUB, PHASE III: CO-DESIGN THROUGH CLIMATE-NEUTRAL LANDSCAPING INNOVATION CAMP IDEATHON (CROATIAN ASSOCIATION OF LANDSCAPE ARCHITECTS & UNIVERSITY OF ZAGREB) - Following the Division's launch within the Hub, we will actively engage the various experts/specialists in the project, thus igniting momentum, by organizing an in-person Camp and

Activities					
Work Package	Deliverable	Activity	Start Date	End Date	Description
					<p>Ideathon, where participants will co-design solutions pertaining to the emission domains and systems addressed by the project. Likewise, an educational component planned to be incorporated, introducing and fostering debates on the concept of climate neutrality within the context of the project's covered emission domains and systems will in addition initiate debates on potential alternatives and solutions for mitigation of the largest emission domains that will be further explored within the A.3.2. Twinning learning to enable informed inputs for D 4.2.2. Policy proposal for the national scale-up, clearly indicating potentials for additional project scale-up in other mission domains.</p>
	D3.1.5. CLIMATE-NEUTRAL LANDSCAPING HACKATHON & DISCOVERY WORKSHOPS	A3.1.5. CLIMATE-NEUTRAL GREENING HUB, PHASE III: CO-DESIGN THROUGH CLIMATE-NEUTR	01/05/24	30/04/25	<p>A3.1.6. CLIMATE-NEUTRAL GREENING HUB, PHASE III: CO-DESIGN THROUGH CLIMATE-NEUTRAL LANDSCAPING HACKATHON &amp; ENTREPRENEURIAL DISCOVERY WORKSHOPS (CROATIAN ASSOCIATION OF LANDSCAPE ARCHITECTS &amp; UNIVERSITY OF ZAGREB) - Following the Division's launch within the Hub, we will actively engage the pupils, students and current + perspective entrepreneurs in the project, thus igniting momentum, by organizing an in-person Hackathon and discovery workshops, where they will co-create prototypes pertaining to the emission domains and systems addressed by the project. An educational component will also be incorporated, introducing and fostering debates on the concept of climate neutrality within the context</p>

Activities					
Work Package	Deliverable	Activity	Start Date	End Date	Description
					of the project's covered emission domains and systems.
	D.3.1.2. CLIMATE-NEUTRALITY TRAINING SESSIONS	A. 3.1.2. CLIMATE-NEUTRALITY TRAINING (UNIVERSITY OF ZAGREB)	01/06/24	28/02/25	A. 3.1.2. CLIMATE-NEUTRALITY TRAINING (UNIVERSITY OF ZAGREB) - Intensive capacity and capability-building session will be conducted to enhance the skills and expertise within the Climate-Neutral Greening Division, focusing on the climate neutrality aspects relevant to the specific emission domains, systems and levers pertinent to this project. External speakers and trainers with expertise in climate neutrality, including the experts and City Advisors from the NetZeroCities team and the EU Mission for 100 smart and carbon-neutral cities, will be invited.
	D.3.2.3.VIRTUAL TWINNING MEETINGS	A3.2.3. TWINNING LEARNING – VIRTUAL MEETING (CITY OF ZAGREB & ODRAZ)	01/10/24	30/04/26	A3.2.3. TWINNING LEARNING – VIRTUAL MEETING (CITY OF ZAGREB & ODRAZ) - A series of online meetings designed to foster a mutual understanding of the challenges we and the Twin Cities face and also to exchange potential solutions. During these meetings, we hope to actively influence the development of each other's capacity through knowledge sharing and collaborative discussions focused on climate neutrality. Representatives from each partner will be involved. The Climate-Neutral Greening Division will also be invited to the visit.
	D3.1.6. ONE-STOP-SHOP FOR CLIMATE-	A3.1.6. CLIMATE-NEUTRAL GREENING HUB, PHASE IV: DIGITAL CONNECTIVITY,	01/12/24	31/03/26	A3.1.8. CLIMATE-NEUTRAL GREENING HUB, PHASE IV: DIGITAL CONNECTIVITY, INTERACTION AND ENGAGEMENT (CITY OF

Activities					
Work Package	Deliverable	Activity	Start Date	End Date	Description
	NEUTRAL GREENING TACTICS	INTERACTIO			ZAGREB) - Leveraging the A3.1.2.-A3.1.5. insights, a digital tool will be created to engage local stakeholders in the collaborative planning, implementation and monitoring of climate-neutral and green interventions for PSPOS. It will cater to a diverse user base (citizens, businesses, educational institutions, NGOs etc) and provide information on climate-neutral greening tactics. The data collected through it will inform the WP4 landscaping activities. The Platform will enable a wider audience reach offering to different users the opportunity to actively participate in exploration of the alternative and/or complementary solutions for climate change mitigation, and thus leveraging local knowledge to develop tailored solutions, accelerate local innovation and contribute to behavioral change on the local and much wider level. The final goal is to create platform for future merging of mitigation and adaptation efforts as well as for the continuous expansion of the circle of involved stakeholders in the scale-up phase. The Division will oversee the platform.
	D.3.2.1.PEER VISITS TO TWIN CITIES	A3.2.1. TWINNING LEARNING – VISITING THE TWIN CITIES (CITY OF ZAGREB & ODRAZ)	01/06/25	31/03/26	A3.2.1. TWINNING LEARNING – VISITING THE TWIN CITIES (CITY OF ZAGREB & ODRAZ) - We will visit our designated Twin Cities to engage in discussions regarding our climate neutrality efforts and accelerate fair and inclusive climate transitions at each others' levels. We will exchange knowledge and enhance capabilities, ultimately aiming to achieve relevant impact through peer-to-peer learning. We will actively

Activities					
Work Package	Deliverable	Activity	Start Date	End Date	Description
					involve all the project partners and cater for the contributions of the Climate-Neutral Greening Division. The insights will be presented in D3.4.2.
	D.3.2.2.LEARNING VISITS TO ZAGREB	A3.2.2. TWINNING LEARNING – HOSTING THE TWIN CITIES (CITY OF ZAGREB & ODRAZ)	01/10/25	30/04/26	A3.2.2. TWINNING LEARNING – HOSTING THE TWIN CITIES (CITY OF ZAGREB & ODRAZ) - We will host the visits of our designated Twin Cities to engage in discussions regarding our climate neutrality efforts and accelerate fair and inclusive climate transitions at each others' levels. We will exchange knowledge and enhance capabilities, ultimately aiming to achieve relevant impact through peer-to-peer learning. We will actively involve all the project partners and cater for the contributions of the Climate-Neutral Greening Division. The insights will be presented in D3.4.2.
4. WP: 4. TRANSFORMING THE INSIGHTS INTO PROGRAMMES AND POLICIES (IDEA)	D.4.1.1. CLIMATE-NEUTRALITY SPATIAL DATA ANALYSIS	A.4.1.1. PILOT PROGRAMME FOR CLIMATE NEUTRAL, GREEN LOCAL COURTYARDS, PHASE I. A	01/09/24	30/04/25	A.4.1.1. PILOT PROGRAMME FOR CLIMATE NEUTRAL, GREEN LOCAL COURTYARDS, PHASE I. ANALYSIS (UNIVERSITY OF ZAGREB & CITY OF ZAGREB) - During the first phase of the Pilot Programme, we will conduct an extensive spatial analysis (that will also incorporate a GIS component) to identify the suitable areas (PSPOS) for piloting the foreseen climate-neutral greening interventions. In this phase, we will leverage the findings obtained in WP3 in collaboration with the Climate-Neutral Greening Division and ensure the integration of all the suitable data and features from existing local digital platforms.
	D.4.1.3.	A.4.1.3. PILOT PROGRAMME	01/12/24	30/04/25	A.4.1.3. PILOT PROGRAMME FOR CLIMATE

Activities					
Work Package	Deliverable	Activity	Start Date	End Date	Description
	SELECTION METHODOLOGY FOR PILOT CLIMATE-NEUTRAL GREEN SITES.	FOR CLIMATE NEUTRAL, GREEN LOCAL COURTYARDS, PHASE III.			NEUTRAL, GREEN LOCAL COURTYARDS, PHASE III. METHODOLOGY (UNIVERSITY OF ZAGREB & CITY OF ZAGREB) - During the third phase of the Pilot Programme, we will draw from our findings in WP 3 and the examination of international best practice models (adjusted to local conditions) to create a methodology for piloting the Programme. This methodology will particularly focus on the steps and criteria for the selection of pilot sites.
	D.4.1.4. TERMS OF REFERENCE FOR CLIMATE-NEUTRAL LANDSCAPING INTERVENTIONS.	A.4.1.4. PILOT PROGRAMME FOR CLIMATE NEUTRAL, GREEN LOCAL COURTYARDS, PHASE IV.	01/12/24	30/04/25	A.4.1.4. PILOT PROGRAMME FOR CLIMATE NEUTRAL, GREEN LOCAL COURTYARDS, PHASE IV. REFERENCE (UNIVERSITY OF ZAGREB) - In the third phase of the Pilot Programme, we will develop the Terms of Reference that must be followed and applied in the climate-neutral greening interventions to be piloted in the selected sites. The ToR will effectively request the incorporation of small-scale solutions addressing all the emission domains and systems outlined in the project, while also accommodating the local characteristics as per the insights gained in WP3.
	D.4.1.2. CLIMATE-NEUTRAL AND GREEN LANDSCAPE MODEL	A.4.1.2. PILOT PROGRAMME FOR CLIMATE NEUTRAL, GREEN LOCAL COURTYARDS, PHASE II.	01/02/25	30/04/26	A.4.1.2. PILOT PROGRAMME FOR CLIMATE NEUTRAL, GREEN LOCAL COURTYARDS, PHASE II. MODELING (UNIVERSITY OF ZAGREB & CITY OF ZAGREB) - In the second phase of the Pilot Programme, we will model a blueprint for the climate-neutral interventions to be piloted within the Programme. The model could



Activities					
Work Package	Deliverable	Activity	Start Date	End Date	Description
					also be used by any other interested party willing to voluntarily implement such interventions in their own area, regardless of their geographical location. This model also holds significant potential for both national and international transferability, apart from also supporting the Programme's future standardization at local level.
	D.4.1.5 LIST OF SELECTED PILOT CLIMATE-NEUTRAL SITES.	A.4.1.5. PILOT PROGRAMME FOR CLIMATE NEUTRAL, GREEN LOCAL COURTYARDS, PHASE V. S	01/06/25	31/07/25	A.4.1.5. PILOT PROGRAMME FOR CLIMATE NEUTRAL, GREEN LOCAL COURTYARDS, PHASE V. SELECTION (UNIVERSITY OF ZAGREB & CITY OF ZAGREB & CROATIAN ASSOCIATION OF LANDSCAPE ARCHITECTS) - Following a selection process, 15 PSPOS will be chosen to pilot climate-neutral landscaping interventions, based on the model developed in D4.1.2. The process for beneficiaries' selection will be extensively publicized and open to all potential eligible recipients, namely representatives from the local community and ecosystem representing the project's targeted sites. The specific eligibility criteria and the process for selecting beneficiaries will be outlined in Deliverable 4.1.3.
	D.4.1.6 CLIMATE-NEUTRAL LANDSCAPING INTERVENTIONS ON PILOT SITES.	A.4.1.6. PILOT PROGRAMME FOR CLIMATE NEUTRAL, GREEN LOCAL COURTYARDS, PHASE VI.	01/08/25	31/03/26	A.4.1.6. PILOT PROGRAMME FOR CLIMATE NEUTRAL, GREEN LOCAL COURTYARDS, PHASE VI. PILOTING (UNIVERSITY OF ZAGREB & CITY OF ZAGREB & CROATIAN ASSOCIATION OF LANDSCAPE ARCHITECTS) - The climate-neutral landscaping interventions to be tested on the designated pilot sites during the sixth (and last) phase of the Pilot Programme must

Activities					
Work Package	Deliverable	Activity	Start Date	End Date	Description
					1) cover multiple emission domains and 2) relevant urban systems (including mobility, energy systems, material and resource flows and natural areas), be 3) compact in scale, preventing inclusion within the infrastructure category and 4) respect both the blueprint and the ToR. These requests will be clearly outlined in Deliverable 4.1.4.
	D.4.2.1. LOCAL POLICY FOR THE STANDARDIZATION OF THE PILOT PROGRAM	A4.2.1. POLICY RECOMMENDATIONS FOR STANDARDIZING THE PILOT PROGRAMME FOR CLIMATE	01/01/26	30/04/26	A4.2.1. POLICY RECOMMENDATIONS FOR STANDARDIZING THE PILOT PROGRAMME FOR CLIMATE NEUTRAL, GREEN LOCAL COURTYARDS AT LOCAL LEVEL (UNIVERSITY OF ZAGREB & CITY OF ZAGREB) - Drawing from the outcomes of WP 3 and especially WP 4 (D 4.1.1.-D.4.1.4.), we will create a local policy to streamline and standardize the procedures outlined in D 4.1.2. – D4.1.6. This activity would transform our systemic, evidence-based innovative initiative into a policy action aimed at accelerating climate neutrality across various sectors and domains covered by private and semi-public outdoor spaces.
	D.4.2.2. POLICY PROPOSAL FOR THE NATIONAL SCALE-UP OF THE PILOT PROGRAM	A4.2.2. POLICY RECOMMENDATIONS FOR REPLICATING AND SCALING THE PILOT PROGRAMME F	01/01/26	30/04/26	A4.2.2. POLICY RECOMMENDATIONS FOR REPLICATING AND SCALING THE PILOT PROGRAMME FOR CLIMATE NEUTRAL, GREEN LOCAL COURTYARDS AT LOCAL LEVEL (UNIVERSITY OF ZAGREB & CITY OF ZAGREB) - A policy proposal will be developed to replicate the Pilot Programme after the project's conclusion and expand its reach to other cities in

Activities					
Work Package	Deliverable	Activity	Start Date	End Date	Description
					Croatia and Europe. It will also promote the idea of extending the project from the urban core level to the functional urban area, both in Croatia and in the EU. Thus, this activity will shape the policy dimension by informing and influencing the policymaking processes for programs related to climate-neutral, green private and semi-public outdoor spaces.

Risks

I. Risk Register - Risk Register

Risk name	Deliverable/ Activity name	Description	Category	Risk Horizon	Probability	Potential Impact	Control over Risk	Score Probability	Impact Score	Overall Score	Priority	Mitigation Strategy Description
1. Risk 1		Issues that might arise in terms of Central authorities' will, commitment, consensus involvement, processes, directions, requirements - Insufficient national-level dedication to climate neutrality, insufficient collaboration with regional/local authorities. Incoherent policies related to climate= sectoral confusion with conflicting ST/LT planning. Lack of consensus that climate issues should be a	External (e.g. technological, business)	Medium-term	Medium	High		3	4	12		We will advocate for the importance of nationally attaining climate neutrality. Through the policy proposals, we want to illustrate the benefits that climate neutrality initiatives offer, not only for the environment but also for individuals. We will advocate for continuous support of climate neutrality endeavors by central authorities, irrespective of any system changes. We will permanently explore alternative funding sources to sustain climate projects if national

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		nationwide priority, engaging all political parties and perspectives and necessitating constructive and comprehensive dialogue. Lack of effective mechanisms to guarantee the execution of climate-neutrality initiatives										support is unavailable
2. Risk 2		Financial policies, procedures and conditions, including market fluctuations and inflation - Significant divergence in incentives and price indicators. Despite being the EU's largest per capita and GDP recipient of EU funds, Croatia lacks a coordinated	External (e.g. technological, business)	Medium-term	High	High		4	4	16		Our capacity building, particularly through the Future Financing Mapping responds to this risk. After the implementation phase, we will explore diverse financing options for our climate neutrality goals, in collaboration with the community and the ecosystem. Through this collaborative

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Risk name	Deliverable/ Activity name	Description	Category	Risk Horizon	Probability	Potential Impact	Control over Risk	Score/Probability	Impact Score	Overall Score	Priority	Mitigation Strategy Description
		endeavor to optimize the allocation of these funds to climate-resilient projects. Inadequate development of capital markets, leading to excessive reliance on debt funding. Diverse indirect expenses that pose substantial obstacles to the advancement of climate projects. Escalating inflation rates										approach, we aim to facilitate an environment conducive to substantial capital mobilization and utilization, while also establishing robust local mechanisms for capital and financial management.
3. Risk 3		The risk of failing to involve an adequate number of stakeholders in the project. - This risk arises from the challenge of incorporating a broad and sufficient	Strategic	Medium-term	Low	High		2	4	8		The project is designed to engage stakeholders from the outset and sustain their involvement not only until the project concludes but also after implementation, by allocating

I. Risk Register - Risk Register												
Risk name	Deliverable/ Activity name	Description	Category	Risk Horizon	Probability	Potential Impact	Control over Risk	Score/Probability	Impact Score	Overall Score	Priority	Mitigation Strategy Description
		spectrum of stakeholders in the project's activities.										considerable resources to these activities, establishing a dedicated space (the Hub) and forming a dedicated Division for them. The NGO partners, in particular, have a consistent and active presence among the targeted stakeholders and will help with networks of actors that we can engage and retain within the project.
4. Risk 4		Inadequate project influence and outreach to stakeholders. - This risk hampers the realization of the project's intended positive direct and indirect impact.	Strategic	Medium-term	Medium	Very High		3	5	15		The quality and efficiency of our interventions lies on the project partnership, the permanent engagement of diverse stakeholders from co-design to co-monitoring, the temporally and structurally coherent

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Risk name	Deliverable/ Activity name	Description	Category	Risk Horizon	Probability	Potential Impact	Control over Risk	Score Probability	Impact Score	Overall Score	Priority	Mitigation Strategy Description
												project framework. The impact will be largely shared through the communication channels of partners, project and NZC team, up to the policy proposals at the (inter)national levels. The Science Panel will oversee the open dissemination of data, insights and research generated during the project.
5. Risk 5		Lack of success or inadequate reception within the intended target audiences. - This risk hinders the progress toward achieving the goal of converting local private and semi-public outdoor spaces into carbon-neutral green areas.	Strategic	Medium-term	Medium	Very High		3	5	15		The entire project is designed to enhance collaboration with the community and the local ecosystem through a range of activities (co-design events, learning sessions, pilot program, consultations, invitations to project events, etc.) and



I. Risk Register - Risk Register												
Risk name	Deliverable/ Activity name	Description	Category	Risk Horizon	Probability	Potential Impact	Control over Risk	ScoreProbability	Impact Score	Overall Score	Priority	Mitigation Strategy Description
												solutions (such as a one-stop-shop and the intervention models). All our efforts aim to empower stakeholders to not only grasp the concept of climate neutrality but also to assume the role of its stewards, as pivotal change agents
6. Risk 6		Social risk sources, such as social inequality, social inclusion, displacement, resettlement, gentrification - The risk doesn't only target the project; it pertains to the larger climate neutrality initiatives: a substantial population facing poverty or the risk of it, varying and	Strategic	Medium-term	Low	High		2	4	8		The project will diligently address aspects of equality, social inclusion, just transition, engagement of vulnerable groups. These will be closely managed via the Cross-Monitoring activity. We will ensure citizens' equal and inclusive involvement in the project and make the climate-neutral

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Risk name	Deliverable/ Activity name	Description	Category	Risk Horizon	Probability	Potential Impact	Control over Risk	Score/Probability	Impact Score	Overall Score	Priority	Mitigation Strategy Description
		incongruent messaging from both the EU and the national level regarding the tangible consequences of different policies on people's living standards and lifestyles, the possible adverse ramifications of the energy transition, eg. increased capital costs, changing lifestyle demands, adverse ripple effects on specific sectors.										interventions developed within the project easily implementable, straightforward and cost-effective, so as not to present technical or financial challenges to those who wish to undertake them independently.
7. Risk 7		Disproportionate project ambition compared to the project's duration. - The project's vision could exceed the practical scope of the implementation	Operational	Medium-term	Low	High		2	4	8		Up to this point, the municipality and its partners have successfully carried out a multitude of EU-funded projects, some with longer durations and significantly larger

I. Risk Register - Risk Register												
Risk name	Deliverable/ Activity name	Description	Category	Risk Horizon	Probability	Potential Impact	Control over Risk	Score Probability	Impact Score	Overall Score	Priority	Mitigation Strategy Description
		timeframe and the resources at hand.										budgets than the current project. This extensive track record has built a robust capacity in terms of expertise and experience. Additionally, the coordination, management and monitoring aspects of this project have been meticulously designed to minimize associated risks, as has the Management work package
8. Risk 8		Ineffectiveness and poor quality of communication activities and materials. - This risk has the potential to harm the project's visibility, accessibility and impact, as it may result in the key	Operational	Medium-term	Low	High		2	4	8		ODRAZ, the partner with the largest experience in the field + the City of Zagreb, which has a dedicated communication team and highly visible channels, will manage all activities and communication tools. We will align with the

I. Risk Register - Risk Register												
Risk name	Deliverable/ Activity name	Description	Category	Risk Horizon	Probability	Potential Impact	Control over Risk	ScoreProbability	Impact Score	Overall Score	Priority	Mitigation Strategy Description
		messages failing to reach the intended audience. It can also impact the project's educational and informative functions.										latest communication trends to ensure our content is of high quality, accessible to all and user-friendly. A dedicated WP is in place to ensure the success of our communication efforts and all partners will adhere to the above principles.
9. Risk 9		Issues associated with time frame overruns or delays. - This risk involves the failure to execute project activities in accordance with the planned calendar.	Operational	Medium-term	Low	High		2	4	8		Firstly, the timeline was carefully crafted to allow sufficient time for activity execution. Nevertheless, should this risk materialize, the management structures will initially assess the situation to determine the most suitable resolution. If no solution is identified, the support of the funding entity will be sought to explore the best

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Risk name	Deliverable/ Activity name	Description	Category	Risk Horizon	Probability	Potential Impact	Control over Risk	ScoreProbability	Impact Score	Overall Score	Priority	Mitigation Strategy Description
												alternative, such as not to disrupt the project.
10. Risk 10		External operational risk sources, from policies and procedures to resource availability - In general, at the municipal level, we face: absence of a streamlined and well-organized operational process, insufficiency of clearly defined and enforceable maintenance protocols, limited project management expertise at all levels of government, complex and non-green-friendly (public) procurement procedures, a	Operational	Medium-term	Medium	High		3	4	12		Through this project, we develop solutions to address this risk, primarily at the local level and focusing on climate-neutral green PSPOS. As the project's outcomes, facilitated by the pilot program, transition into policy proposals (local standardization) +recommendations (to adopt the advocated model and scale the pilot program), we hope that by demonstrating the impact generated by this project, we can catalyze a shift in the central-level functioning and approach toward climate neutrality.

I. Risk Register - Risk Register												
Risk name	Deliverable/ Activity name	Description	Category	Risk Horizon	Probability	Potential Impact	Control over Risk	Score Probability	Impact Score	Overall Score	Priority	Mitigation Strategy Description
		significant deficit in cross-institutional backing, particularly in the preparation phases of projects, notably in the areas of permitting and legal documentation.										
11. Risk 11		GDPR breaches - This risk involves a failure to adhere to the current legal GDPR standards and regulations	Legal	Medium-term	Low	Very High		2	5	10		Ensuring GDPR compliance will be a continuous effort, through the close cooperation of project partners and staff throughout the project's data processing activities. GDPR tasks will use procedures and tools previously established by partners. At the project's outset, designated staff members from both the City of Zagreb and ODRAZ – Sustainable Community

I. Risk Register - Risk Register												
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												Development will oversee these tasks. They will maintain a proactive stance on data protection throughout the project's lifecycle.
12. Risk 12		Regulatory risk sources, from legislative requirements to changes in the regulatory framework and legal and governance obstructions - Incoherence in the regulatory structure. Insufficient coordination and decentralization of decision-making authority to lower tiers of government. Stringent regulatory framework with a cumbersome regulatory process	Legal	Medium-term	Medium	Medium		3	3	9		As a general approach, we consistently strive to achieve the best possible outcomes within the legislative constraints that govern our operations. Simultaneously, we actively advocate for enhancements in the political framework to prevent this risk from impacting not only our municipality but also other stakeholders who aim to contribute to the acceleration of climate neutrality.

I. Risk Register - Risk Register												
Risk name	Deliverable/ Activity name	Description	Category	Risk Horizon	Probability	Potential Impact	Control over Risk	ScoreProbability	Impact Score	Overall Score	Priority	Mitigation Strategy Description
		for entities that should be leading the way in the energy transition. A lack of a unified vision across all legislative levels to streamline operations for activities related to energy and climate, which have widespread impacts.										
13. Risk 13		High expenses associated with perpetuating and scaling piloted interventions - High expenses of sustaining and expanding piloted initiatives after the project implementation phase.	Financial	Medium-term	High	High		4	4	16		The entirety of the future financial mapping efforts outlined in the project is earmarked for this objective, along with the absorption and application of knowledge from the NZC team through the capacity building activities it will organize and the solutions/tools it will provide to Pilot Cities.



I. Risk Register - Risk Register												
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14. Risk 14		The risk of failing to adhere to the project budget limit and constraints. - This risk involves going beyond the budget limits designated for each activity, work package or partner (which may occur in instances of subcontracting and procurement, due to inflation), or failing to comply with the financial guidelines.	Financial	Medium-term	Medium	High		3	4	12		To mitigate this risk, a comprehensive financial plan has been devised, a specialized financial management activity has been established, and the Financial Manager will oversee the prudent and effective utilization of the project budget. Additionally, the Project Manager will continuously verify adherence to the budget limits and constraints.
15. Risk 15		Insufficient capacity to manage climate-neutral actions post-implementation - This post-implementation risk has the potential to impact the achievement of local climate neutrality	Governance & Management	Medium-term	Low	Medium		2	3	6		The City will consolidate its capacity through the knowledge & learning acquired during the project and the insights garnered from the activities and solutions offered by NZC, thus enhancing

I. Risk Register - Risk Register												
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		targets.										its long-term capabilities. Moreover, its capacity will be further augmented by that of the other partners, plus the the ongoing involvement of the Climate Neutral Division.
16. Risk 16		Inadequate effectiveness of the consortium - The risk of becoming ensnared in an ineffective implementation loop.	Governance & Management	Medium-term	Low	Medium		2	3	6		The project team is well-suited, encompassing the necessary skills for the envisioned pilot activities. Certain specialized tasks will be outsourced to experienced third parties, as they demand specific expertise. Each WP is overseen by that partner with the most relevant experience in the WP's field, and the governance mechanisms and management

I. Risk Register - Risk Register												
Risk name	Deliverable/ Activity name	Description	Category	Risk Horizon	Probability	Potential Impact	Control over Risk	Score/Probability	Impact Score	Overall Score	Priority	Mitigation Strategy Description
												structures have been thoughtfully devised to optimize efficiency by capitalizing on each partner's expertise and strengths.
17. Risk 17		Inadequate or unsuitable consortium coordination - This risk arises from partners' incapacity to synchronize with the shared project vision, mishandling of collective responsibilities and inadequate information transmission.	Governance & Management	Medium-term	Low	High		2	4	8		The comprehensive set of principles, mechanisms and bodies crafted explicitly to address this risk was detailed in the Coordination and Management section. Furthermore, the primary objective of the entire Management Work Package is to proactively prevent such issues, not only through the outlined procedures but also by creating a toolkit at the project's outset.
18. Risk 18		Resource deficiencies and/or personnel turnover.	Governance & Management	Medium-term	Medium	Medium		3	3	9		All partners commit to: 1) assigning the most appropriate personnel

I. Risk Register - Risk Register												
Risk name	Deliverable/ Activity name	Description	Category	Risk Horizon	Probability	Potential Impact	Control over Risk	ScoreProbability	Impact Score	Overall Score	Priority	Mitigation Strategy Description
		- This risk could entail partners being unable to supply the required project resources, typically due to factors beyond their control (e.g., staff resignations or unexpected technical resource failures).	ent									for the project, 2) promptly identifying suitable replacements in case of necessity and 3) providing assistance to other partners with project-related material resources in the event of emergencies that cannot be resolved through alternative means. Any such issues will be collectively addressed and managed by the competent management structures, as required.
19. Risk 19		Inadequate communication between the partners. - This risk has the potential to result in the loss of essential information or the	Governance & Management	Medium-term	Low	Medium		2	3	6		To mitigate this risk, well-defined management structures with clearly designated responsibilities have been established. A minimum number of

I. Risk Register - Risk Register												
Risk name	Deliverable/ Activity name	Description	Category	Risk Horizon	Probability	Potential Impact	Control over Risk	Score/Probability	Impact Score	Overall Score	Priority	Mitigation Strategy Description
		incapacity to convey specific messages.										discussions and meetings has been mandated for each management structure. At the project's outset, the project management toolkit will comprehensively outline the communication tools to be employed and establish all the processes and principles to be adhered to in order to ensure proper and efficient communication throughout the project.
20. Risk 20		Partnerships risks related to working together for climate neutrality - This risk is confined to the post-implementation impact and continuity of the	Governance & Management	Medium-term	Low	Medium		2	3	6		This project aims to instigate a transformation in this regard at the municipal level. Internally, we will enhance our expertise and understanding of

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		project and is characterized by a lack of comprehensive coordination across all departments and affiliated entities (such as publicly-owned companies). It also stems from the entrenched existence of various isolated domains that hinder advancement and transformation.										climate neutrality, foster a shared commitment to this aspiration and forge robust partnerships with project collaborators, with whom to continue such initiatives. Our interactions with the stakeholders, facilitated by the Division responsible for reinforcing community and ecosystem partnerships, will contribute significantly to this endeavor.
21. Risk 21		Risk of infringing upon the DNSH principles when deploying innovations - The potential for unintended negative environmental or social impacts as a	Other	Medium-term	Low	High		2	4	8		In the project, we will take proactive measures to uphold this principle (with the municipality assuming primary responsibility). We will also rely on the guidance supplied by the NZC to aid us

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Risk name	Deliverable/ Activity name	Description	Category	Risk Horizon	Probability	Potential Impact	Control over Risk	ScoreProbability	Impact Score	Overall Score	Priority	Mitigation Strategy Description
		result of the project's innovations.										in evaluating external impacts, recognizing, categorizing and averting any potential risks when choosing technological solutions and services. The management bodies will closely adhere to EU regulations and guidelines to ensure that the innovations align with DNSH.
22. Risk 22		Cybersecurity and pollution risks associated with digitalisation - Cybersecurity risks in digitalization encompass threats related to data breaches, cyberattacks and privacy breaches, while pollution risks involve the environmental	Other	Medium-term	Low	High		2	4	8		In collaboration with the project personnel, partners' teams and potential subcontractors contracted for the project's digital solutions, we will implement robust cybersecurity measures. Additionally, we will strive to enhance the efficiency of digital

I. Risk Register - Risk Register												
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		impact using the electronic devices needed in the project or the energy consumed by analysing, modeling and mapping data.										equipment usage and reduce/optimize the energy consumption needed for data processing.



**Proposal Form**

Pilot City Application Details	
Project acronym	ABC-S (NEW AGC-CN)
Is this a multi-Mission-city application?	No
City department (or equivalent) engagement	<p>The City of Zagreb will work on the project through the following internal departments, as outlined in the list below. Each department will provide valuable contributions to the project, in line with its specialized expertise, participating in aspects of the project that align with its specific field of knowledge and capacity. This approach ensures effective cross-sectoral communication and collaboration within the City of Zagreb. The departments' involvement encompasses not only the management and communication activities, but also the activities foreseen within WP3 and WP4. -City Administration General Secretariat - Sector for programs and projects of the European Union -City Office for Reconstruction, Development, Physical Planning, Construction and Utility Services -City Office for Local Self - Administration, Transport, Civil Protection and Safety -City Institute for Cultural and Natural Heritage Conservation-Information System and Technical Service, and consequently, the City of Zagreb is furnishing the project with a multidisciplinary team, well-equipped to mobilize internal resources and secure external support, all essential for the seamless advancement of this project and of any subsequent endeavors aimed at achieving local climate neutrality. Furthermore, to ensure the project's successful execution, regular updates and constant consultations (whenever necessary) will be provided to the below departments, on the particular technical aspects that are specific to their respective areas of expertise. This approach aims to gather their valuable insights and / or feedback on matters related to their specialized fields, as and when needed. -City Office for Economy, Environmental Sustainability and Strategic Planning -City Office for General Administration and Property and Legal Affairs -City Office for Asset Management and Housing -City Office for Local Self - Administration, Transport, Civil Protection and Safety Through the synergies we will cultivate across these departments, our goal within the City's public administration is to nurture a robust, horizontally-integrated, cross-sectoral team. This team will not only possess the capability to optimally execute and yield maximum results for this project but will also have the potential, in the medium and long term, to influence policy development and budget allocation across departments involved in local climate neutrality initiatives.</p>
Stakeholders	<p>The list of engaged and potential stakeholders for the execution of our pilot activities is provided below. We will engage participants from multiple levels and sectors, with the aim of ensuring that the change we initiate is both systemic and scalable. Our goal is to encompass a broad spectrum of factors of interest, addressing both the individual and collective dimensions of achieving climate neutrality, as we aspire to extend the impact of our project beyond the local level, striving for broad-reaching positive effects. A. Citizens of the City of Zagreb B. National / Institutional stakeholders: -Ministry of Physical Planning, Construction and State Assets -Ministry of Economy and Sustainable Development -The Environmental Protection and Energy Efficiency Fund -Ministry of Agriculture C. Sectoral and expert stakeholders: -Development Agency Zagreb (RAZ_razvojna agencija Zagreb)- Regional Energy Agency North (REGEA) -Institute for Physical planning of the City of Zagreb -Association of cities in the Republic of Croatia (Udruga gradova u Republici Hrvatskoj) -Croatian Energy Transition, Initiative (Hrvatska energetska tranzicija HET) -Association of Zagreb Architects (Društvo arhitekata Zagreba) -Croatia Green Building Council (Hrvatski savjet za zelenu gradnju) -Green Energy Cooperative (ZEZ - Zelena energetska zadruga) -Udruga Upravitelj -SOS Zagreb</p>

-Green Action (Zelena akcija) -Green Forum (Zeleni Forum) -Croatian Association of Tenants and Co-owners of Buildings(Hrvatska udruga stanara i suvlasnika zgrada Rijeka) -Tenants' Association of the City of Osijek (Udruženje stanara grada Osijeka) -Tenants' Association of the City of Osijeka (Udruga stanara-suvlasnika Karlovac USSKG) -Croatian Lighting Society (Hrvatsko društvo za rasvjetu HRDR) -Croatian Elevator Association (Hrvatska udruga za dizala HUDIZ) D. Public companies: -Croatian Forests, Section for Urban Forestry (Hrvatske šume, Sekcija urbanog šumarstva HŠD) -City housing company Velika Gorica (Gradsko stambeno gospodarstvo Velika Gorica d.o.o.) E. Private companies (residential building managers - this list is non-exhaustive): -FUGER d.o.o. -B.M.D. SESVETE d.o.o. -BORONGAJ-INVEST d.o.o. -DONUM d.o.o. -GAPELEMENT d.o.o. -GRADITELJSTVO I UPRAVLJANJE d.o.o. F. Media: -zgradonacelnik.hr -ekologija.com -Eko vjesnik -Zaštita okoliša Therefore, we will focus on the local community while also co-engaging various sectors, to gather and leverage their input and insights in a organized and cohesive manner to expedite progress towards climate neutrality.

Please confirm that you have uploaded the city/cities' letter(s) of support in the Files section

Confirmed

#### Project Overview

Pilot City overview (max 2,500 characters)

Acc. to the European Environment Agency (<https://www.eea.europa.eu/highlights/how-green-are-european-cities>), Zagreb is the greenest capital in EU. It boasts a large natural preserve to the city's north and an extensive system of parks+green areas. This legacy adds to the city' quality of life and makes it attractive for people+companies. We want to build on this legacy and continue to expand+improve the system of green spaces. One strategic area we identified are interior courtyards of apartment buildings and businesses/organizations throughout the city. These are largely private/semi-public outdoor spaces where few concerted efforts were undertaken in past years. We want to change that and this proposal is a critical lever for moving things in the right direction, being also well aligned with local strategies and with the city leadership's priorities. Our project's scope is three-fold: 1)expand the system of carbon sinks in the city, to aid with our efforts to achieve climate neutrality by 2030; 2)improve the quality of life in key areas in the core city, to reduce suburbanization, urban sprawl, and GHG emissions from metropolitan commuting; 3)strengthen participatory approaches in the city, with a view to developing net-zero solutions that also respond to citizen's needs and with the hope that the citizens and stakeholders we will engage will become active actors in our local coalition for climate neutrality. To achieve this goal, the key activities we propose through the project include: 1)development of a few pilot interventions that will help us achieve some early results+calibrate the future scale up of the project; 2)development of a framework for scaling up the program; 3)strengthening the local capacity to develop, innovate+implement net-zero solutions; 4)strengthen public participation platforms+processes, to ensure co-design of net-zero solutions+to focus on interventions that respond to community needs. The interventions in courtyards will include, among others: planting new trees; introducing new green areas; permeable surfaces; use of sun-reflecting colors (to address urban heat islands); compost facilities for biodegradable waste and quality urban furniture; playgrounds for kids; LED lighting with green energy; racks for bikes/scooters; tools for repurposing rainwater to sustain green areas. For each courtyard, residents and stakeholders will be consulted from the start and will be engaged in the preparation of the final designs.

Pilot City Alignment - Please identify where your pilot activities align and link to the NZC Pilot Cities Programme's eligible activities and provide a brief description

Deploying technology, product, process, service, solution, policy, governance model
Yes
Deploying technology, product, process, service, solution, policy, governance model: Please briefly describe the above selected alignment of proposed pilot activities (max 2500 characters)
<p>The project will generate a systemic shift towards climate neutrality through systems innovation, by co-developing and co-testing several new vectors for transforming private and semi-public outdoor spaces (PSPOS) in carbon-free, green areas. The combination of cross-sectoral innovations that we will co-design and co-test to advance climate neutrality is grounded in multiple innovation catalyzers: INNO-TECH:Co-develop and co-implement 2 technological solutions centered on digital connectivity and interaction, to optimize the urban processes regarding climate-neutral green PSPOS: one-stop-shop for climate-neutral greening tactics + GIS-based climate-neutrality spatial data analysis. INNO-PROC:Co-establish a Climate-Neutral Greening Hub to foster all ecosystemic and community processes (activation, training, engagement, iterations, working) dedicated to climate-neutral greening ambitions. INNO-SERV:The pilot program for climate-neutral, green local courtyards is a new service to be provided by the City to accelerate climate neutrality. Entrepreneurial discovery workshops for climate-neutral landscaping will also help in developing innovative services for climate-neutral greening works. INNO-SOL: Innovative solutions cover all climate-neutral landscaping interventions (co)generated in the D3.1.4-3.1.5 and subsequently made available to the public + tested in the real environment through the pilot program for climate-neutral, green local courtyards. INNO-POL:The project's outcomes will culminate in 2 policy papers aimed at transforming the pilot program into a permanent service, to be implemented in the city, expanded in its functional area, scaled in other sectors and replicable in other cities/functional areas/countries. INNO-GOV:The Climate-Neutral Greening Division is a novel governance model for reaching climate neutrality by involving local stakeholders in climate-neutral greening efforts and fostering a new culture of local participation and dynamic engagement. INNO-PROD:The entire project is a transformative systemic product, dedicated to paving the way for climate-neutral greening of PSPOS through social innovation. None of the interlinked components (presented above) of this new product has been implemented in such a form in Zagreb, because we hadn't previously developed interventions aimed at carbon-free and green PSPOS in our city. However, we plan to substantiate all these components on previous local innovations, such as the 3D Green Cadastre.</p>
Strengthening cities use of scientific research
Yes
Strengthening cities use of scientific research: Please briefly describe the above selected alignment of proposed pilot activities (max 2500 characters)
<p>The systemic, science-driven approach governing the development and execution of this project is based on 4 dimensions, which will also translate into the direct and indirect impacts arising from the project: FOUNDATIONAL DIMENSION:In the project's preparation phase, partners drew on various existing analyses/scientific reports to underpin the project's rationale and logic. During the application's co-design sessions, all partners contributed the results of their prior research activities, thus establishing a data-and-evidence-based project foundation. CROSS-CUTTING DIMENSION:The project consortium includes the University of Zagreb, which represents the scientific and research community. The university has a triple role: 1)provide for the project any relevant previous RDI works and results; 2)offer a scientific perspective in any project activity, even if not directly involved; 3) deliver activities and deliverables for which it is directly responsible as per the workplan. A Science Panel within the Management Team will oversee all scientific aspects (data, processes, results etc), ensuring that they positively influence the co-benefits generated by the project + they consider the DNSH principle. OPERATIONAL DIMENSION:In WP3+WP4, existing scientific findings (not limited to those developed by partners), will be studied and considered in organizing and implementing the activities. During the co-design of climate-neutral greening interventions targeting the emission areas addressed by the project, existing scientific results (e.g., from other projects) will be reviewed and incorporated. The data and insights generated in the WP3 deliverables will inform other</p>

<p>deliverables from WP3 and WP4 (as described in the workplan). The data collected in the project will be integrated into the policy component and also support the project's educational, informational and communication activities. POST-IMPLEMENTATION MONITORING DIMENSION: All data generated within the project will serve as benchmarks for monitoring post-implementation project results. Across all project deliverables, the DNSH principle will be consistently addressed to ensure that each pilot and support activity avoids any negative impacts on environmental objectives, as stipulated by the Taxonomy Regulation, and instead, strives to make a positive contribution in that direction.</p>
<p><b>Establishing new knowledge, building capacity and capabilities</b></p>
<p>Yes</p>
<p><b>Establishing new knowledge, building capacity and capabilities: Please briefly describe the above selected alignment of proposed pilot activities (max 2500 characters)</b></p>
<p>All the project's outcomes are novel knowledge, because we will pilot innovative tools, processes and interventions that have not been locally tested before and that will build new capacities and capabilities at local and also at (inter)national levels (if we consider the Twin Cities + the indirect beneficiaries). Together with our partners and stakeholders, we will (co)engage in strategic, action-oriented, process-oriented, social, organizational and experiential learning, such as to establish the know-how that will lead to the development of resources and skills, on 2 levels: COLLECTIVE CAPACITY: Create and enhance competencies and skills for citizens (including pupils and students), local ecosystem (companies, NGOs, RDI + educational institutions etc) + other interested parties, through: -Intensive capacity-building sessions for the Climate-Neutral Greening Division. -Knowledge accumulated during the D3.1.4.-D3.1.5., through the educational component (learning-by-following) + the co-creation one (learning-by-doing) of interventions targeted by WP3+WP4. As these interventions will be furtherly reflected, particularly in D3.1.6, D4.1.2, and D4.1.6, the community and the local ecosystem will actively participate in an Emergent Learning Loop, where we will collaboratively accelerate the climate neutrality of PSPOS. - All materials published on the one-stop-shop (best practice, guides, catalogs etc). - Communication materials + the communication events, which contain informative and educational components. INSTITUTIONAL CAPACITY: Creation and development of competences and skills primarily for the staff from the City Hall and its public institutions, through: -Strategic sensemaking and learning, which will foster the collection and assimilation of real-time insights from the project activities, for 1)accumulating and consolidating the knowledge attributed to the project, 2)informing decision-making and policy directions, 3)furtherly planning and executing post-implementation actions. -Future financing, enabling us to 1)acquire and test the capabilities needed to ensure the sustainability and replication of our project and 2) deploy the capital required for it -Twin Learning, where we will share knowledge with Twin Cities, and in return, acquire insights through mutual experience exchanges. -All activities (eg., NZC City Expert Support Facility) and tools (eg., P2P Social Network and Collaboration Space) provided by NZC.</p>
<p><b>Building more collaborative communities</b></p>
<p>Yes</p>
<p><b>Building more collaborative communities: Please briefly describe the above selected alignment of proposed pilot activities (max 2500 characters)</b></p>
<p>The project covers 4 components to establish a resilient, responsive and action-oriented collaborative community, that cooperates democratically and equitably in advancing the climate transition, by being capable to expedite and maintain impactful climate neutrality solutions: CLIMATE-NEUTRAL GREENING HUB: The hub will connect diverse stakeholders (citizens and civil society, business owners, NGO representatives, RDI experts and students, various specialists), facilitating the collaborative design, implementation and monitoring of climate-neutral greening solutions. Initially, the project will set a Climate-Neutral Greening Division - a novel governance model for climate neutrality, which will provide the structured involvement of local stakeholders who voluntarily commit to pioneering a climate-neutral and green city. The division will permanently gather new local members and will actively participate</p>

in the project activities (WP3, WP4). Post-implementation, the Division will remain the primary structure driving the local climate neutrality efforts. **ACTIVATION:**To maximize citizen and stakeholder involvement, the project will initially activate them in workshops (D3.1.4-D3.1.5) and participatory modeling + consultations (D3.1.6). These activities will prepare them to become proactive discussion and action partners. In WP 4, the local community and ecosystem, will participate in the pilot program selection, benefit from the program's interventions and subsequently (self)monitor the results of the climate-neutral greening interventions. WP3+WP4 deliverables will be the outcome of ongoing social innovation processes, where the primary actors are the community and the ecosystem, rather than the City. As such, we will be able to connect the grassroots initiatives with the City's broader policies. **INSTITUTION:**The project will generate a robust cross-sectoral and multi-level team within the public administration, ready to advance and realize the city's ambitions for climate neutrality. **CONSORTIUM:**The consortium will remain a local cornerstone for the continuation of collaborative climate neutrality projects, serving as a pivotal, binding force of the Division. All the project partners will work to ensure that the activities are meaningful and just, especially for vulnerable groups. Additionally, we will strive to maintain gender equality among project stakeholders.

#### EU Dimension and complementary activities

##### EU, national, regional policy alignment (max 5000 characters)

The pilot project exemplifies a forward-looking vision resonating with Europe's strategic climate-neutral aspirations. At the core of our project is the objective of transforming Zagreb's private and semi-public outdoor spaces into carbon-free green zones, a mission aligned with the EU's Green Deal that focuses on systemic change to address climate and environmental challenges. The pilot activities serve as a bridge, by connecting the Green Deal directly to the everyday lives of Zagreb citizens. Drawing inspiration from the New European Bauhaus, our holistic approach, which fuses aesthetics with sustainability, aspires to revitalize urban spaces, bringing them closer to the EU's vision of sustainable and inclusive living. The focus of the suggested pilot interventions at the neighborhood scale resonates with the principles of the New Leipzig Charter and the New European Bauhaus initiative. The inclusion of tech-oriented solutions, such as GIS-based climate-neutrality spatial analysis and a one-stop-shop for greening tactics, demonstrates an integration of innovative methodologies reflective of the EU's digital ambitions. Furthermore, by fostering community engagement and crafting policy initiatives for the long term, the project syncs with the Horizon Europe climate-neutral cities Mission's agenda of empowering local regions to chart their green pathways. Our governance model, the Climate-Neutral Greening Division, stands as a testament to our commitment to the European Climate Pact's philosophy, emphasizing public engagement in climate action. Our pilot activities, while rooted in the local context of Zagreb, resonate deeply with the EU, national, and regional strategic goals, exemplifying a harmonious blend of innovation, community participation, and policy-driven action for a greener future.

##### Transferability (max 5000 characters)

The focus of the pilot activities has a dual value – they are transformative for our local context and serve as replicable models for other cities grappling with similar challenges. The program's adaptability emanates from its foundation, built on community engagement, sustainable planning, and strategic partnerships. The Climate-Neutral Greening Division introduces a novel governance model that emphasizes voluntary commitment and structured involvement of local stakeholders and its potential for driving behavioral change is universal. This model could be a vital resource for many European cities striving for greater stakeholder engagement. The emphasis on grassroots initiatives and the ability to connect them with broader city policies implies that the project is grounded in local realities while also being transferable. Engaging citizens from co-design to co-monitoring ensures sustainability and deep-rooted change. Also, the involvement of a wide variety of stakeholders, from NGOs to the private sector and from academia to students, offers a collaborative model that can be mirrored in diverse urban contexts across Europe. Tree planting initiatives and climate-neutral landscaping interventions

such as promoting composting in private and semi-private spaces can be transformative. The dual benefit of carbon capture and fostering community bonding, combined with the potential for economic revitalization through green initiatives, is enticing for many European cities. The pilot activities can serve as a starting point to set ambitious climate neutrality efforts in motion, influencing not just local areas but potentially extending to regional and national levels. The ripple effect, when combined with the emphasis on collaboration and citizen engagement, can be significant. In essence, the pilot activities, while rooted in the unique context of Zagreb, are based on principles of collaboration, systemic innovation, and citizen engagement. They offer a holistic model that European cities, regardless of their size or specific challenges, can adapt to and learn from.

**Current/past pilot-complementary activities (max 5000 characters)**

Zagreb's commitment to decarbonisation dates back to 2010 with the adoption of its first Sustainable Energy Action Plan (SECAP). This strategy aimed to achieve a 21% reduction in CO2 emissions by 2020, using 2008 levels as a benchmark. Between 2010 and 2019, the city witnessed a 19.40% reduction across various sectors, although results varied between sectors; the energy production and transformation sector saw an impressive decrease of 37.31%, but transport emissions unfortunately increased by 11.55%. In 2019, a renewed SECAP was introduced, aspiring for a 40% emissions reduction by 2030. Supplementing this were numerous strategic documents emphasizing air quality, transportation, and the smart city concept, which will soon be bolstered by three forthcoming strategic documents aimed at furthering climate neutrality. This layered approach signifies Zagreb's comprehensive and evolving commitment to the environment. The city has launched measures for the energy retrofitting of public buildings, as well as a deep retrofit program for residential and private structures. A significant reconstruction project aims to restore Zagreb's historic center following a severe earthquake, incorporating energy efficiency, renewables, and green infrastructure principles. The district heating system is being rejuvenated, with plans to replace 30% of the existing network and introduce new expansion projects. Pilot initiatives are underway to outfit public buildings with solar PV modules, with goals to expand to other building types. Geothermal energy, sustainable heating, and cooling solutions are also being explored. Also, ongoing improvements are aimed at refining the waste management system by enhancing infrastructure for waste collection and segregation and emphasizing consumption reduction and recycling. A notable insight is the city's need to extend its focus on public areas to the largely untapped potential of private and semi-public outdoor spaces. These spaces could play a pivotal role in absorbing a significant amount of CO2 annually, emphasizing the importance of a holistic approach. While Zagreb has made impressive progress towards its decarbonisation goals, challenges still persist. The city's commitment to innovation, collaboration, and iterative planning demonstrates its firm dedication to a sustainable future, offering lessons and insights for other cities to replicate.

**MANDATE TO ACT: Pilot Mandate to Act**

**Political support and endorsement (max 2500 characters)**

As part of the EU Mission 100 climate-neutral and smart cities, Zagreb's green ambitions are not just administrative goals, but deeply rooted in our political character. The City Assembly's anticipated adoption of strategic documents like the Zagreb Urban Agglomeration Development Strategy 2021-2027 and the City of Zagreb Development Plan 2021-2027 in Nov. 2023 is a testament to our political commitment. These endorsements represent our city's resolve to place sustainability at the heart of its development narrative. The political support for the ambition of "Activating Green Courtyards for Carbon Neutrality" in Zagreb is substantively endorsed by the city's mayor, Tomislav Tomašević, which expresses the desire to further improve the city's system of parks and green spaces. Zagreb actively engages in numerous climate initiatives and collaborations, highlighting its resolute dedication to climate neutrality. As a member of the Covenant of Mayors for Climate and Energy since 2008, Zagreb has developed substantial energy and climate plans. The city plays a key role in the EIT Climate KIC, as host and co-organizer for various events while coordinating a consortium of local entities dedicated to advancing sustainable

practices, promoting the green economy and supporting sustainability initiatives in cities and municipalities. The city's participation in the New European Bauhaus initiative highlights its commitment to integrating sustainability in its urban landscape, particularly through the post-earthquake reconstruction of public buildings. Zagreb has demonstrated its commitment to sustainability by participating in CIVITAS ELAN, focusing on reducing car usage, enhancing public transport attractiveness, safety + energy efficiency. The introduction of energy-efficient trams and buses + the improvement of transport links is emblematic of the city's dedication to sustainable mobility. As part of URBACT RESOURCEFUL CITIES, Zagreb contributes to the development of urban resource centers focusing on circular economy. This initiative fosters waste prevention, reuse, repair and recycling, aligning with the city's efforts to reduce its environmental footprint. Zagreb has also been recognized for its climate change mitigation efforts, winning the European Mobility Week Awards in 2012. Zagreb's dedication to climate neutrality is not just a political statement, but a complex, deeply ingrained commitment supported by a wide range of strategic measures and initiatives.

#### Overarching vision for carbon neutrality (max 2500 characters)

Zagreb's pilot activities are tightly connected to our broader goal of carbon neutrality. Our vision for a carbon-neutral city is not a distant dream; it's a tangible goal we are steadily progressing towards. The "City of Zagreb Development Plan 2021-2027" and the "Zagreb Urban Agglomeration Development Strategy 2021-2027" are pivotal instruments in this journey. Both these strategies are intertwined with our carbon neutrality objectives, emphasizing green infrastructure, sustainable planning, and nature-based solutions. The "Green Urban Renewal Strategy", expected to be adopted in 2024, further solidifies our commitment. It does not just focus on green urban spaces; it envisages a circular management of the built environment, ensuring that our urban renewal is both sustainable and inclusive. Each of these strategic frameworks is a piece in our carbon neutrality machinery. They are aligned, interconnected, and complementary, ensuring that every initiative, whether it is planting a tree or rejuvenating a public space, contributes to our overarching vision. Our commitment to data-driven decision-making, exemplified by tools like the ZG Geoportal, ensures that we remain on course, constantly monitoring, evaluating, and refining our strategies in alignment with our carbon neutrality vision.

#### Connection to city budgeting and financing (max 5000 characters)

The link between this project and ongoing city budgeting and financing is built upon a robust foundation, rooted in our past and current local strategic investments in areas such as energy, mobility green spaces, as described in other sections of this application. Apart from our yearly, steadfast budget allocations from our available local funds, Zagreb actively seeks external funding sources for its climate-neutrality endeavours, such as the present grant, which complements our available local budget and already-attracted non-reimbursable funds, enabling the execution of these ambitious and impactful pilot activities. We also maintain ongoing dialogues with the pertinent Ministries and national and EU funding organizations to seek the necessary financing for local projects that align with our climate neutrality goal. This approach is also applicable to the current project, because the relevant ministries are among the stakeholders we aim to collaborate and discuss with throughout the current project. We consider these pilot activities to be the cornerstone for ensuring the long-term financial sustainability of this initiative and also of similar ones. Through the Future Financing Mapping activity, we will explore various sources of capital that can be leveraged to 1) perpetuate this project's impact through replication and scale-up and 2) to support our larger climate-neutrality endeavors through identifying + attracting funding for complementary initiatives, alongside the longstanding allocation of part of our local budgets and the EU funds that we have both secured and will continue to attract for such projects. Thus, the proposed levers within this project will further enhance our city's (and also our partners' and stakeholders') ability to optimize its local budget allocations in terms of climate neutrality, because our City's constant and strategic aim is to incorporate successful initiatives into our regular budgeting process, demonstrating our dedication to finding, ensuring and especially maintaining support for climate-neutral and green projects, beyond this particular project's duration. To support these pilot initiatives, the city has allocated financial resources, ensuring that the costs associated with preparation, planning, implementation and especially monitoring are adequately covered.

Additionally, the collaboration we will foster through this project with a diverse range of partners, including academic institutions, landscape architects and civil society organizations, not only brings additional expertise but also potential financial contributions for the post-implementation scale-up of the current pilot activities and for upcoming projects executed under the same collaborative framework, with the same dedicated goal of achieving climate neutrality. Thus, we truly believe that this project's partnership enriches the larger financial landscape of the project and enhances its overall impact. Throughout this project, the city will diligently follow transparent financial management practices, aligning with the NZC Financial Guidelines for Pilot Cities, H2020 financial regulations and national legislation. This commitment to transparent financial management ensures accountability and compliance with financial regulations. Ongoing financial monitoring is a critical component of our city's approach in ensuring the needed funds for our climate-neutrality and environmental protection local projects. Regular assessments + financial reviews are conducted by our city's experts, to identify any discrepancies, deviations/ potential budget reallocations. This proactive approach helps maintain financial sustainability and ensures that resources are used effectively. We approach this project with the same commitment to diligence and prudence, ensuring that we use the project's budget efficiently and to its fullest potential. In cases of unforeseen financial challenges or deviations, the city, in collaboration with project partners will propose and implement mitigation plans to address these issues promptly. This proactive approach ensures that financial sustainability is maintained and any financial hurdles are swiftly overcome. Thus, as seen from the above information + exemplified by the current project, our annual budgeting framework incorporates considerations for climate neutrality and environmental protection projects. These 2 aspects are integral pillars of our sustainable development strategies and are inherently addressed through the annual budget allocations, which support projects aligned with these objectives. Ultimately, the pilot activities are well-integrated part of our city's broader strategy for climate action and sustainable development. The alignment with the city's strategic priorities guarantees that the pilot activities receive the necessary financial support even post-implementation and contribute to the city's long-term vision for a sustainable and climate-neutral future.

**Complementary city programming (max 5000 characters)**

Zagreb's pilot activities are part of a holistic urban development matrix, wherein every initiative, strategy, and program complements and strengthens the other. Anchoring our efforts is the city's multi-annual financial perspective, which ensures that our strategic investments are mapped to our vision of a sustainable, resilient, and vibrant urban future. Our "Greening of the City 2023-2025" initiative, for instance, is not a standalone project. It aligns seamlessly with the broader "Green Urban Renewal Strategy," ensuring that as we plant trees, we are also building infrastructures, spaces, and amenities that leverage this green cover to create liveable, breathable urban spaces. The ZG Geoportal, on the other hand, complements our efforts in the realms of transparent governance, citizen engagement, and data-driven decision-making. It synergizes with the digital transformation goals set out in our urban development strategy, ensuring that as we evolve digitally, we are also growing sustainably. Our investment plans are meticulously developed, keeping in view the broader European, national, and regional contexts. For instance, recognizing the potential of the New European Bauhaus initiative, investments are being channeled to ensure that as we renew and rejuvenate our urban spaces, we are also assimilating the principles of aesthetics, sustainability, and inclusivity that this initiative champions. Furthermore, our programming activities also recognize the importance of adaptive learning. As we develop pilot initiatives, feedback methods, monitoring mechanisms, and evaluation matrices are set up, ensuring that learnings from one program inform and refine the other. At the heart of our complementary programming activities is the vision of a unified, interconnected growth trajectory for Zagreb, where every strategy, every project, and every investment is a step towards a future that is sustainable, inclusive, and thriving.

**MANDATE TO ACT: Understanding the Problem(s)**



Confirm selection of emissions domain(s) your pilot activities will focus on (IMPORTANT: Please select this in the Proposal Overview tab)
Confirmed
Pilot activities: emissions domain(s) in relation to city's carbon neutrality (max 5000 characters)
<p>The City of Zagreb adopted, in 2019 its Sustainable Energy &amp; Climate Action Plan (SECAP). The document provides clear measurements for emission domains that are in accordance with the EU Mission for 100 Carbon-Neutral and Smart Cities. As such, the measurements, expressed in metric tons CO<sub>2</sub> equivalent / year, are the following for each domain: Stationary energy (813,840 tons CO<sub>2</sub>/year), Transport (973,954 tons CO<sub>2</sub>/year), Waste/wastewater (81,371 tons CO<sub>2</sub>/year), Industrial Processes and Product Use (IPPU) (215,980 tons CO<sub>2</sub>/year), Agriculture Forestry, and Other Land Use (16,210 tons CO<sub>2</sub>/year) and Energy generation (932,810 tons CO<sub>2</sub>/year). The emissions associated with each domain were calculated using the 2006 IPCC Guidelines for National Greenhouse Gas Inventories. Furthermore, the strategic document also provides clear guidelines for the implementation of projects and measures that would contribute to a minimum 40% reduction of CO<sub>2</sub> emissions by 2030 across all domains. The interventions described in this project are complementary with the projects described in the SECAP document and aim to reduce even more emissions associated with the Stationary energy (consumption of electricity generated for buildings), Transport (mobile energy), IPPU (industrial process emissions), AFOLU (land use), Waste and Energy generation (consumption for non-electricity energy for thermal uses) domains. Furthermore, the activities described in the WPs have both public participatory and educational components with the goal of engaging citizens to create a snowball effect that would contribute to an even greater reduction of CO<sub>2</sub> emissions. As such, the pilot interventions for climate neutral and green local courtyards will focus on the 6% of the city area which is covered with private and semi-public courtyards and backyards. By utilizing these courtyards to plant trees, the direct impact on CO<sub>2</sub> emission reduction will be at around 2,500-3,000 tons CO<sub>2</sub>/year. These newly created CO<sub>2</sub> sinkholes will directly impact emissions from the Stationary energy, Transport domains and could potentially impact emission from the IPPU domain by planting trees in the courtyards of private entities. An estimated reduction of another 350 tons of CO<sub>2</sub> could be realized through the adoption of various compact, targeted, non-infrastructure solutions that encourage the transition towards climate-neutrality (e.g., smart urban furniture, LED lighting solutions powered by green energy, secured and weatherproof racks for bikes and scooters, tools for collecting and repurposing rainwater to sustain green areas, NEB playful solutions for children within recreational areas). These types of small-scale and cost-efficient solutions would also encourage children to use the spaces and to create memories with the green areas and so, encourage a climate-neutral behavior from an early age. Furthermore, by installing and encouraging residents to regularly use compost bins in courtyards, approximately 500 tons CO<sub>2</sub>/year could be directly abated from the Waster/wastewater domain. The Policy recommendations for replicating and scaling the pilot programme for climate neutral and green local courtyards, together with implementing the project communication tools, the Climate-neutral Greening Hub, the Digital connectivity, interaction and engagement tools, the Strategic sensemaking and learning, the Future financing mapping and the process of Establishing new knowledge and building capacity and capabilities for the Climate-neutral Greening Hub together with all their sub-interventions, will have an indirect impact on CO<sub>2</sub> emissions. Taking into consideration the number of people that could potentially be reached by each sub-intervention from the above-mentioned activities, in relation to the overall population of Zagreb, a multiplication factor can be calculated. It is estimated that, during the project's lifespan, all the sub-activities will directly reach a number of 248,570 citizens through all channels described in each sub-activity. As such, a multiplication factor of 0.322842 can be calculated. The logic behind this factor is that through the communication, participatory and educational components of the sub-activities, citizens will be enticed to adopt a climate neutral behavior but also advocate for more trees to be planted, which could lead to a further reduction of approx. 1,250 tons CO<sub>2</sub>/year. All in all, in an optimistic scenario, the project has the potential to abate approx. 5,100 tons CO<sub>2</sub>/year from the Stationary energy, Energy generation, Transport, Waste, AFOLU and IPPU domains. In the business-as-usual scenario, the project will contribute to a minimum 3,850 tons CO<sub>2</sub>/year reduction from the above mentioned domains while in a pessimistic scenario the project could abate approx. 2,500 tons CO<sub>2</sub>/year from the</p>

Stationary energy and Transport domains.

High-level assessment of progress in decarbonisation (max 5000 characters)

Zagreb inventoried a total of 3.034.200 tonnes of GHG emissions. Its journey to decarbonisation started in 2010 with the adoption of Sustainable Energy Action Plan (SECAP). This document set a goal to achieve 21% reduction in CO<sub>2</sub> emissions compared to the levels accounted for in 2008 by the year 2020. Data shows that between 2010 and 2019 it registered a -19.40% reduction in various domains. While the energy production and transformation sector saw the most significant decrease (-37,31%), emissions by the transport sector increased by approx. 11.55%. Starting with 2019, a new SECAP was adopted and guides Zagreb to exceed a 40% reduction in emissions by the year 2030. The city has adopted several other key documents that set goals and identify specific strategic areas, focusing on air quality, transportation, and the smart city concept. Furthermore, it plans to adopt 3 strategic documents to strengthen their efforts in achieving climate neutrality. They guide the development of green infrastructure at the functional area level, the enhancement of the city's green infrastructure, the implementation of nature-based solutions, and the green urban renewal and the circular management of the built environment. The department for Economy, Ecological Sustainability and Strategic Planning represents its climate governance. Their capacity to design and supervise some specific projects is strengthened by the Regional Northwest Energy Agency of Croatia and the partnership with the Energy Institute Hrvoje Požar and the University of Zagreb. Acknowledging the importance of a collaborative decision-making process, it continuously aims to strengthen its mechanism to elaborate citizen centric policies. It also leverages national funding programs, collaborates with the state energy company, and coordinates the strategic vision for its functional area. The city develops and implements several initiatives - Zagreb successfully implements measures for energy retrofit of public buildings. The "Energy renovation of public buildings" programme facilitated the transformation and retrofitting of several buildings. The city is also assisting a deep retrofit programme for residential and private buildings. - The city is revitalizing its district heating system. This project aims to swap 30% of the existing network. Additionally, projects to renovate and expand the district heating grid were also initiated. - Zagreb is rebuilding its historic centre in a sustainable manner after a devastating earthquake. The process of reconstruction also includes plans to improve energy efficiency and utilize renewables and green infrastructure. - Post-industrial sites are reintegrated in the urban tissue. By developing Living Labs, the public authorities, private sector, and civil society are co-developing nature-based-solutions for citizens. - Sustainable mobility and green public transport. The city has acquired through ERDF co-financing for 109 new EURO VI buses and implements activities to improve tram tracks. Furthermore, it is committed to enhance the existing charging infrastructure for both public and private electric vehicles. - Walkability is a central pillar of the city's urban mobility. The city started to make its public transport green and attractive to make people change their travel habits. Through the CIVITAS ELAN, it aimed to reduce accessibility for cars and increase connectivity between other modes of transport. - Green areas and efficient public lighting are prioritised. The Greening of the City document sets the goal for 8,000 trees to be planted and the ELENA project RePubLEEC aims to modernize the public lighting system and save energy. - Waste management is another area of ongoing improvements. The city plans to improve its waste management system by improving and expanding their infrastructure for collection and segregation, while also reducing consumption and increasing recycling efforts. - The city aims to improve its renewable energy systems. It started a pilot project on public buildings to have solar PV modules on their roofs, which will be expanded in the future to include residential and private buildings as well. Geothermal energy is another sustainable and renewable solution that the city wants to explore and utilize. Additionally, it advocates for sustainable heating and cooling solutions in individual and district heating systems. Approx. one-third of the total area is dedicated to urban development, while the remaining two-thirds are designated for non-urban and environmental purposes. Of this non-urban space, about 25% consists of natural protected areas, 7% is public green space, and 5% is blue areas. However, the city's climate initiatives do not address private and semi-public green areas like courtyards, which make up approximately 6% of the city's surface. These spaces have the potential to accommodate around 1.25 million more trees, capable of absorbing an extra 31,000 tons of CO<sub>2</sub> annually.

**Barriers and challenges to be addressed via pilot activities (max 5000 characters)**

The main obstacle to Zagreb's climate neutrality lies in the city's challenge to extend its public sector carbon reduction & sinking efforts to the private and semi-public outdoor spaces (PSPOS). Consequently, the objective of this project is to induce a comprehensive transformation in the PSPOS, by simultaneously addressing multiple emission sources and ensuring lasting positive impacts over time. Our main barriers cover: TECHNICAL: Inadequate Infrastructure: The most prominent impediment, because PSPOS currently lack the capacity to support climate-neutral initiatives. Eg.: PSPOS lack NbSs, green lighting and spaces for residents' involvement in the circular economy, don't encourage outdoor activities to reduce home energy consumption (eg. smart urban furniture, NEB playgrounds) and don't promote green and active mobility (eg. bicycle racks) and lack sufficient green cover to offset and absorb emissions originating from sectors such as industry. Optimal Solutions for Local Specifics: While numerous technologies and solutions are available in the market to reduce carbon emissions in PSPOS, we currently don't know which ones are best suited to align with the needs, expectations and behaviors of our citizens and private sector representatives. Lack of Integration and Access to Suitable Solutions: There is currently no framework in place to implement a tool that can 1) consolidate all the information required by the private sector to engage in the transformation of their PSPOS into climate-neutral zones, 2) facilitate connectivity between solutions and individuals/institutions, 3) foster interaction between the public and private sectors for such purposes. STRUCTURAL: Governance Challenges: We currently don't have a local governance framework to oversee and lead local collaborative climate neutrality initiatives. Processes for Achieving Systemic Change: Our city lacks a clearly outlined process (testing-improving-replicating), to 1) collectively and inclusively address PSPOS in our pursuit of climate neutrality and 2) foster community and ecosystem engagement. Exemplar Models for Climate Neutrality Greening Interventions: While various solutions exist in the market for carbon neutral and green PSPOS, we do not have a locally-rooted and structured model to be readily adopted and embraced by citizens and the ecosystem. Lack of an Implementable Program: Despite our initial efforts to intervene in PSPOS, we have been unable to establish clear program criteria, methodologies, ToR etc, namely the components that are needed for an actionable program that can be implemented in the targeted areas. INSTITUTIONAL: Policy Challenges: Currently, at local level there is no policy to instigate comprehensive transformations in PSPOS. Thus, we lack a clear and cohesive policy framework for achieving climate neutrality in such areas, inhibiting our ability to extend these efforts to broader scopes, like our functional area or region. Deficient Data Systems: While we have several digital solutions for data collection, modeling and monitoring at local level, none of them, due to their pre-existing functionalities, enable us to conduct comprehensive spatial data analyses of the targeted pilot sites. Insufficient Knowledge: Although we possess general knowledge of climate neutrality, we need to bolster our understanding in this regard, especially in areas related to governance, monitoring and financing. We need to do this together with the community and the ecosystem, to collectively learn and foster a unified body of knowledge. All the above issues can be seen as underlying urban planning shortcomings, primarily stemming from inadequate data and the lack of models needed to drive the intended systemic transformation. SOCIOECONOMIC: Lack of Private Sector Incentives: We have yet to establish a well-defined framework for encouraging the private sector to participate in local climate neutrality initiatives and to convert their PSPOS into hubs of climate neutrality. CULTURAL: Skill Deficits: While the climate neutrality concept is generally understood among locals, neither citizens nor the private sector possess the know-how to actively engage, either independently or in collaboration with the public administration, in expediting the climate neutrality of their own properties. Absence of a Dedicated Platform for Individuals: Individuals currently lack a platform where they can: gain knowledge, discuss, seek guidance, access relevant materials and solutions, express their creativity, provide input/feedback, debate to bring about the transformation of PSPOS toward climate neutrality. Unsupportive Cultural and Behavioral Patterns: Local stakeholders do not exhibit climate-neutral behavior as we have yet to provide them with the framework necessary for such practices. The initiatives outlined in this project are grounded in our genuine local comprehension, because these barriers were co-assessed with our project partners.

**Barriers and opportunity for systemic approach (max 5000 characters)**

Our project serves as a comprehensive picture of cross-sectoral and interdisciplinary interventions that work towards developing and realizing carbon-neutral and green PSPOS. Thus, we have (co)developed an integrated portfolio of interconnected interventions that mutually support and strengthen one another, involving multiple stakeholders. As such, we will tackle the barriers impeding climate action in PSPOS through a collaborative effort, pursued within a holistic systems thinking and acting framework. This track is outlined below (with detailed explanations in WP3+WP4). In WP3, we will co-generate insights and cultivate knowledge. We will lay the groundwork for the Climate-Neutral Greening Hub, where individual contributions will lead to collective change through cooperation. Within it, we will nurture the Climate-Neutral Greening Division, tasked with overseeing and feeding the desired transformation and open to any interested stakeholder wishing to drive change. Under the Hub, we will collaborate with various stakeholder categories to co-create climate-neutral green interventions for PSPOS. Building upon the co-designed solutions and existing market knowledge, we will develop a one-stop-shop for climate-neutral greening tactics, offering a platform for presenting, co-modeling, consulting and debating on and monitoring these interventions in a participatory manner. Additionally, we will start work on enhancing relevant knowledge and skills, not only for the Division but for all interested individuals. Following the work done in WP3, in WP4 we will convert all the ideas into a program, which will then gain recognition, expand and be replicated as policies. Drawing upon the knowledge generated in WP3 and conducting interrelated data analyses, we will formulate a pilot program for achieving climate-neutral, green local courtyards. Through it, private sector representatives will be part of the process of transforming PSPOS into carbon-neutral, green areas. Consequently, they will experience, understand and take ownership of the (in)direct benefits resulting from their participation in the collective movement initiated since WP3. WP 4 will thus craft a locally-rooted and evidence-based framework, to provide incentives for engaging the private sector in local climate neutrality actions. Furthermore, here we will translate the efforts of the preceding 2 years into a policy intended to institutionalize the pilot program, demonstrating the potential of public-private collaboration in expediting climate neutrality. Across all communication materials and events, each serving the triple purpose of promotion- information-education, we will sustain the project's momentum during its implementation phase. These will aid stakeholders in acknowledging the project, adopting the developed solutions and ultimately becoming actively involved in our endeavor. Thus, as we follow the progression towards climate neutrality, we can see how our pilot activities will establish the necessary conditions not only for short-term engagement in climate neutrality but, more importantly, for long-term transformation, extending beyond the project's boundaries: (1)The interventions are highly scalable (across various emission domains and urban systems) and replicable in different territories. (2)The created model, comprising the Hub, the Division, the One-stop-Shop, the Program (with its methodologies and models, the policy proposals), will be a valuable resource for continuing future efforts to achieve climate neutrality in the City of Zagreb. PRINCIPLES GUIDING OUR SYSTEMIC APPROACH: -Prioritizing High-Impact Problem Areas: In the project's preparation phase, we focused on identifying areas with the greatest potential for creating new transition pathways. PSPOS were chosen as they encompass a complex interplay of multiple emission domains, as illustrated in the Impact Framework. -Implementing Interconnected Interventions: We will test multiple interlinked interventions, as outlined in WP3 and WP4 deliverables, by involving citizens and private sector representatives from co-design to co-monitoring. We will collectively explore, test and monitor various levers of change with the goal of identifying tipping points and subsequently activating them to cater the intended transformation. -Unlocking Individual and Collective Change: At the project's conclusion, the piloting activities will not only drive direct impact but also generate a range of co-benefits that trigger individual and collective changes in the long term. The project serves as the initial spark needed to set ambitious climate neutrality efforts in motion, reinforcing urban climate neutrality not only at the local level but also within the entire Zagreb Urban Agglomeration and potentially extending to regional and national levels through the snowball effect. It could also influence other countries by offering replicable models of best practices.

**MANDATE TO ACT: Orienting to Systemic Solution(s)**

Confirm selection of Levers of/for change your pilot activities will focus on (IMPORTANT: Please select this in the Proposal Overview tab)

Confirmed
<p><b>Levers of/for change and important for carbon neutrality ambition (max 2500 characters)</b></p> <p>Because our efforts span various key emissions domains, we aim to experiment with an array of innovations across interconnected change drivers focused on emissions reduction: <b>TECHNOLOGY&amp;INFRASTRUCTURE:</b>The climate-neutral landscaping interventions (D3.1.4-D3.1.5), which will provide solutions for multiple emission domains related to PSPOS: mobility, energy, water, waste, green spaces, landuse (e.g., communal composting stations for household waste, rainwater collection and recycling systems, NbS). D3.1.6 and D4.1.1 can also be considered, based on their tech elements. <b>DATA&amp;DIGITALIZATION:</b>The One-Stop-Shop for Climate-Neutral Greening Tactics and the Climate-Neutrality Spatial Data Analysis (standard data analysis components and GIS functionalities). <b>FINANCE&amp;FUNDING:</b>The business ideas and models for climate-neutral greening and landscaping interventions developed during D3.1.6, the alternative and complementary financing mapped in A3.4.1, the methodology to support the climate-neutral landscaping interventions piloted in PSPOS. <b>PROCUREMENT:</b>The procedures for implementing Climate-Neutral Landscaping Interventions on Pilot Sites. <b>GOVERNANCE&amp;POLICY:</b>The Climate-Neutral Greening Division, the Pilot Program For Climate Neutral, Green Local Courtyards, the Policy recommendations for standardizing, replicating and scaling the Pilot Program. <b>DEMOCRACY&amp;PARTICIPATION:</b>The Climate-Neutral Greening Hub (and its workshops), the Climate-Neutral Greening Division, the participation of stakeholders in the WP2 events, the One-Stop-Shop For Climate-Neutral Greening Tactics (will facilitate debates, consultations and modeling), the Pilot Program For Climate Neutral, Green Local Courtyards. <b>LEARNING&amp;CAPABILITIES:</b>The Climate-Neutrality Training Sessions, Future Financing Mapping, Strategic Sensemaking And Learning Chart and Toolbox, the exchange of experiences in Twinning Learning, the educational components within communication materials and organized events, including co-design sessions in WP3, the One-Stop-Shop For Climate-Neutral Greening Tactics. <b>SOCIAL INNOVATION:</b>The entire process (co-design-co-modeling-co-implementation-co-monitoring of climate-neutral landscaping interventions) for PSPOS (from D3.1.4-D3.1.5 to D4.1.6), is founded on principles of social innovation. During implementation, all partners will consider, inspire from and integrate relevant existing best practices and RDI solutions, capitalizing on them to inform the interventions.</p>
<p><b>Anticipated interaction of, and entry points for, identified lever(s) (max 5000 characters)</b></p> <p>The levers of change to be activated within this project complement and support each other and secondly, while collectively engendering a systemic transformation that covers 4 entry points: <b>INDIVIDUAL PROACTIVITY</b> Through the levers activated in educational and collaborative interventions, individuals (citizens, business owners, institutional leaders, NGO coordinators and so on) will embrace their individual duties in the pursuit of climate neutrality, by acquiring knowledge, co-developing and co-modeling tools and engaging in consultation processes. As such, the project will introduce solutions that originate directly from stakeholders, being rooted in the local context and thus more readily accepted and embraced by individuals and organizations. Moreover, these individuals will have access to all resources (know-how, models, tactics, action frameworks) needed to independently implement climate-neutral greening interventions within their private outdoor spaces. They will also be equipped to maintain and monitor these initiatives, elevate their impact and support others in doing the same. <b>STEWARDSHIP</b> By creating a well-equipped Climate-Neutral Greening Division, which will continually welcome new proactive members within a well-defined framework, we create the driving force that will propel all local climate neutrality initiatives. The Division will have members from the community and the ecosystem, being coordinated and supported by the local administration. It will function within the Climate-Neutral Greening Hub, that will cover the resources, responsibilities and leadership entrusted to the Division. Its mission will be to facilitate the path towards climate neutrality, guided by its members, who will act as stewards in creating a climate-neutral and green city. <b>PROGRAMMING</b> The most impactful project output is the Pilot Program For Climate Neutral, Green Local Courtyards. Its implementation will showcase how the collective knowledge amassed in the project, coupled with the tools created and most significantly, the interventions co-developed by the</p>

community and the ecosystem, manifest beneficial effects throughout the entire city. This program holds particular significance as it builds upon an initiative previously launched by the municipality – a public campaign aimed at converting private spaces into green areas. Throughout the Program, we will leverage the initial steps taken by the City, combined with the results achieved in collaboration with the community and the ecosystem in the first 10 months of the project, to establish the intervention framework for this program: 1) conduct a comprehensive analysis of the territorial context, 2) create a blueprint for climate-neutral and green landscaping, 3) develop a methodology for selecting PSPOS eligible for climate-neutral greening interventions, and establish a clear ToR. Building on these foundations, we will launch a selection process in which a group of pilot sites that meet all the eligibility criteria will receive climate-neutral landscaping interventions. The jury will not only include project partners but also representatives of the Division, because the selection process will be done through the Climate-Neutral Greening Hub. The selection rules will be developed within D 4.1.3, drawing from the analysis conducted in D4.1.1. The interventions themselves will adhere to the D4.1.2 Model and D4.1.4 ToR and will inherently encompass the solutions developed and modeled in collaboration with the community and the ecosystem during WP3. They will be carried out by the City of Zagreb in collaboration with specialized providers who meet the ToR requirements and whose business models align with the principles identified in D3.1.6. The interventions will address each relevant emissions domain, as described in the dedicated WP. Subsequently, the beneficiaries will monitor the interventions and submit the results to the One-Stop-Shop. STRATEGY Following the development of the Pilot Program, it will be translated into 2 policy proposals. The 1st proposal's purpose is to transform the Program into a local policy, ensuring its continuous and extensive implementation at local level. The 2nd policy proposal will recommend the expansion of this initiative to encompass the entire functional area, as well as its replication in other cities in Croatia and across Europe. Thus, our project starts with a concept that will evolve collaboratively with the community and the ecosystem, ultimately becoming a set of interventions which will subsequently morph into a Pilot Program, eventually maturing into a policy. All of these endeavors, which center on the transformation of private and semi-public outdoor spaces into climate-neutral and green areas, would not be achievable without the concurrent and sequential activation of a portfolio of distinct yet interconnected levers, which collectively generate impact, working in harmony rather than in isolation.

#### CAPACITY TO ACT: Collaboration and Engagement

##### Stakeholders (max 2500 characters)

The main stakeholders (public, business, NGO, RDI, education sectors + the local community) we will collaborate with are listed in the Stakeholder List and were chosen by 1) consulting our project partners and 2) leveraging the collaborative networks and partnerships we have cultivated thus far; the project's doors are open not only to them, but also to anyone who shows interest in participating in the project, the selection being done simply through their explicit expression of interest. The Hub, set to launch in the 2nd month, will be the focal point for interactions with and within the local community and ecosystem throughout the project's duration and beyond, as it will continue to work post-implementation. Beneath the Hub, the Division will be created and operationalized, to drive local climate neutrality initiatives during and post-project. The Division will oversee, consult and contribute to activities, becoming a lasting legacy for promoting cross-sector collaboration and multi-level engagement in local climate neutrality efforts. It will permanently invite participation from stakeholders across various sectors (public, business, RDI, education, NGOs, citizens) who want to become agents of change. In the 3rd month, the Division will undergo an extensive training program to enhance its capacity in climate neutrality and delve into topics pertinent to all its domains and systems. Active stakeholder involvement continues with the D3.1.4-D3.1.5 events, where 4 stakeholder categories (experts, citizens, pupils and students, entrepreneurs) will co-develop interventions for climate-neutral landscaping of PSPOS, drawing on their own backgrounds. Furtherly, the one-stop-shop for climate-neutral greening tactics will give stakeholders various means to participate in the steps initiated in D3.1.4-D3.1.5, through consultation, participatory

modeling, learning, implementing own interventions, providing input+feedback (as detailed in A3.1.6.). Ultimately, the stakeholders' involvement will be reflected in the Pilot Program For Climate Neutral, Green Local Courtyards and the program will be promoted in 2 policy proposals. Within the Pilot Program, 15 PSPOS representatives will benefit from climate-neutral landscaping interventions. All stakeholders will be encouraged to actively participate in the 3 main project events, as they are the catalysts for change, infusing energy and purpose into the entire project.

**Impact on citizens (max 2500 characters)**

All benefits (in/direct impacts that citizens will experience through the project) that citizens will gain from the pilot activities are described in the Impact Framework. Our project is tailored to the needs and circumstances of our city, being a hands-on, effective response to the challenges we have in transforming PSPOS in climate-neutral, green areas. Through the project, the entire city (public administration, community, private organizational ecosystem) will become more resilient, responsive, democratic, collaborative and collectively oriented toward achieving climate-neutrality. The impact on citizens will primarily entail the co-creation of solutions with tangible effects, that leave no one behind: **DEEP, INCLUSIVE ENGAGEMENT:**We deeply engage citizens by actively involving them in all project stages (co-design to co-monitoring), nurturing meaningful and diverse participation, fostering a culture of discovery, learning and knowledge acquisition. Ultimately, the city will have more robust institutional settings and tools that facilitate every individual's participation in our path toward climate neutrality. **CONSOLIDATED TRUST:**All project outcomes will lead to strengthened mutual trust among local stakeholders, encouraging voluntary, proactive, open collaboration. **REIMAGINED ROLE OF CITIZENS:**We envisioned various ambitious forms of citizen engagement that will redefine their role, transforming them into stewards and catalysts of the desired change. **DEMOCRATIC INFRASTRUCTURE:**The cumulative impact will create a new participatory, democratic, innovative model of governance, decision-making and actions-taking for climate neutrality. We go beyond merely involving citizens in events, by involving them in developing all project solutions. This spirit will last post-implementation, as the project is only the initial step in a sustainable, long-term vision where the democratic infrastructure for climate neutrality becomes an enduring, ongoing process, an integral part of the city's fabric. Our project will bring about individual changes in citizens, through the knowledge they will acquire and their involvement in co-participatory activities. Simultaneously, it will instigate a collective, just commitment from various stakeholders (citizens, businesses, innovation actors, NGOs, civic society) to actively participate in our city's transformation. Thus, our Impact Logic will build a critical mass through engagement & collaboration, fostering meaningful change.

**Citizen participation (max 2500 characters)**

The project is centered around democratic decision-making and the empowerment of individuals to achieve climate neutrality in PSPOS. Thus, we will actively involve citizens and urban stakeholders in a meaningful and inclusive manner to re-envision their (and implicitly, our) climate neutrality journey. **INITIAL PHASE: ODRAZ**, which works closely with the community, integrated the insights gathered from it into the planned activities, making them place-based. **SUBSEQUENT PHASE:** Citizens are the nucleus of the project: **WP2–A2.2:** Citizens will be invited to actively participate in the project's 3 communication events. These events serve not only for promotion but also for education, encouraging individuals to embrace the concept of climate neutrality. They will include discussions with citizens and other stakeholders to jointly explore solutions for achieving climate neutrality within the private sector. Communication materials will also have educational content designed for citizens. **WP3:** Citizens will have dedicated spaces and opportunities for action and change through the Hub, which will offer them the chance to become climate neutrality stewards by joining the Division and becoming co-creators of climate neutrality and greening solutions for PSPOS through D3.1.4-D3.1.5. Through the one-stop-shop, citizens will be consulted through input and feedback, model interventions for PSPOS, gain knowledge on how to create, maintain, fund and monitor such interventions. Division members will also become well-versed in climate neutrality through intensive training sessions, having the role of furtherly passing on their knowledge. **WP 4:** The phase where all the WP3 work and contributions from citizens will come to fruition. The interventions they conceived will be transformed into a final model and

implemented on pilot sites. Citizens will have the opportunity to register for these interventions, and the selected beneficiaries will test and subsequently monitor these interventions. Thus, our project represents a comprehensive process of social innovation, because it entails working together with citizens to develop climate neutrality interventions that effectively address the climate challenges of our PSPOS. Throughout the project, inclusive approaches will be consistently maintained, ensuring that vulnerable groups are adequately represented in all activities and that the gender dimension is thoughtfully considered among the participants and beneficiaries.

**Citizen engagement (max 2500 characters)**

To foster a shared understanding and enhance democratic participation in municipal processes and cross-sector collaboration, we will involve citizens in the narrative and purpose of our climate actions, by investing in: **SETTINGS:**The Hub will be a space that cultivates social innovation concerning the city's climate neutrality, fostering learning and by extension, generating action on climate-neutral greening matters. **SKILLS:**Citizens will access specialized capacity-building tools and activities (events, educational materials). However, their true empowerment will come from actively participating in various project activities, from WP3's co-design and co-modeling to WP4's co-implementation and co-monitoring. Through hands-on experience, they will become genuine stewards of climate neutrality. **INSTITUTIONS:**The Climate-Neutral Greening Division will encourage citizens to become part of this participatory governance structure, being the primary entity where interested citizens can join to support climate actions. During the project, the Division's focus will be on climate-neutral greening for PSPOS, but beyond the project's scope, it will continue as a central pillar for all local climate neutrality initiatives. **PROCESSES:**Citizen engagement will be ensured through their participation in dedicated activities (promotional events and those in D3.1.4-D3.1.5), the use of digital modeling and consultation tools (the one-stop-shop for climate-neutral greening tactics) and the implementation of effective intervention through the pilot program for climate-neutral, green local courtyards. This approach aligns with our commitment to have a people-centered Impact Logic that emphasizes community and climate resilience while responding to the local context through participatory and inclusive social innovation. As a result, citizen engagement will be a core aspect of every project phase. We, as partners, aim to engage, collaborate with and learn from citizens and urban stakeholders, thereby promoting democratic innovation and enhancing the culture of participation in the city. In this way, our entire city (public administration, citizens, stakeholders) will benefit from improved decision-making, greater accountability and stronger co-benefits. Our project will actively involve the community and the ecosystem in decision-making, implementation and monitoring, ultimately leading to increased legitimacy and a stronger bond throughout the city in terms of climate neutrality.

**CAPACITY TO ACT: Cross-cutting Considerations**

**Cross-cutting considerations (relate) (max 2500 characters)**

Our project's activities are closely related to diversity, inclusion, the gender dimension, accessibility, and a just transition. The project is committed to addressing and accommodating these themes from the beginning. Dedicated staff will be assigned to oversee these matters and ensure that every project activity takes them into account. The project also aims to promote its vision of climate neutrality and inclusive community development. Communication materials will be tailored for dissemination to diverse audiences, and inclusive approaches will be used to communicate knowledge and data. The project's communication objectives also include promoting the project's results, increasing awareness and visibility, engaging the community, encouraging behavioural change, and sustaining momentum. The project's communication efforts will also not be limited to one work package but will be integrated into multiple aspects of the project. Specifically, our project will: **HAVE ACTIVITIES THAT ARE INCLUSIVE AND ACCESSIBLE.**This includes considering the needs of people with disabilities, people from different ethnic and cultural backgrounds, and people of all genders. The project will also make sure that its



communications are accessible to everyone. PROMOTE GENDER EQUALITY AND WOMEN'S EMPOWERMENT. The project will ensure that women have equal opportunities to participate in and benefit from the project. The project will also work to address the specific needs of women and girls, such as their need for recognition and participation or for access to education. SUPPORT A JUST TRANSITION TO A LOW-CARBON ECONOMY. The project will help to ensure that the transition to a low-carbon economy is fair and equitable. The project will work to protect the livelihoods of people that are affected by the transition, and it will help to create new opportunities for employment in the green economy. Thus, our project's activities are intricately linked to cross-cutting considerations, ensuring that diversity, inclusion, the gender dimension, accessibility, and a just transition are actively promoted and embedded in various project activities and communications.

**Cross-cutting considerations (approach) (max 2500 characters)**

Our project proposes a comprehensive approach to address cross-cutting considerations - diversity, inclusion, the gender perspective, accessibility and the principles of a just transition, ensuring alignment with the DNSH principle during the pilot activities' implementation. We will uphold all relevant legal and ethical standards, intellectual property rights, GDPR compliance and fairness and equity values. At the project's launch, designated staff members from City of Zagreb and ODRAZ will be assigned to oversee all cross-cutting considerations and GDPR aspects in all management and implementation activities, as detailed in A1.3.1. In the 1st implementation month, the consortium will take measures to ensure diversity and gender equality within both the management and implementation teams. We are committed to treating all staff equally and providing them with unhindered access to resources, regardless of their individual circumstances. Through each project activity (WP 2-3-4), we will guarantee that all participants (the target group, guests, speakers, suppliers, others) have equal opportunities, fair treatment and unrestricted access, irrespective of gender, ethnicity, race or disabilities, among other factors. We will also diligently work to ensure the proper and equitable representation of women within the management team, implementation team and all categories of participants and stakeholders. Through the collaboration of ODRAZ and City of Zagreb, we will ensure that all project activities and materials are accessible to vulnerable groups and they will be provided with dedicated assistance and accommodation for any project-related activities. Inclusive communication is an important aspect for us and we will consider the intersections of various social categories, including ethnicity, age, disability and gender considerations in the communication content. This commitment extends to collaborating with local artists and consulting experts in social sciences and humanities to create materials that are easily understandable and accessible to people from diverse backgrounds. In particular, the DNSH will be upheld with a special focus on the assistance provided by the Science Panel, but it will also be taken into consideration by each project team member. As the core mission of this project, we are committed to achieving a just transition towards climate neutrality, where all interventions and solutions are accessible to everyone, leaving no one behind.

**CAPACITY TO ACT: Capacity and Capability**

**Coordination and management (max 5000 characters)**

The WPs streamline an efficient project implementation, while aligning with our ToC logic for achieving the intended impact, because in addition to its management dimension, our governance approach extends to all project activities, especially through the Hub under which the climate-neutral greening division will operate. -TRANSVERSAL WPs, ensuring an optimal project implementation through management and a proper stakeholder engagement through promotion: WP1 and WP2 -SYSTEMATIC WPs, reflecting the project's Impact Logic pathways: WP3 and WP4 The project's leadership and coordination is ensured by the City of Zagreb, under a governance model that prioritizes inclusive participation and experimentation, through multi-actor collaborative arrangements: each WP is overseen by the partner with the most relevant experience and expertise: WP1=CZ, WP2=ODRAZ, WP3=CALA,

WP4=CZ (co-lead with UZ). However, all partners actively participate in each WP, through input, open consultations and feedback. WP Leaders manage their WPs' resources, performance, costs and timelines, hold regular (at least monthly) meetings with their WP teams and engage in quarterly meetings with the other WPs' leaders. We will activate the below bodies, such as to ensure that project coordination prioritizes transparency and accountability, fostering the effective execution and potential improvement of pilot activities. GOVERNING COMMITTEE(GC):The project's oversight and steering group, comprising 1 representative / each partner organization, closely monitors the project's development and is consulted in major decisions. The EB ensures that all pertinent resources owned by the partners (eg., results of previous projects/activities/research works, stakeholder networks, promotion channels), are readily available to the project. MANAGEMENT BOARD(MB):Ensures the project's successful implementation, offering support to and being supported by the GC and consisting of: -Project Manager (CZ): Chairs GC and manages the project (planning, coordination, monitoring, assessment). -Financial Manager (CZ):Ensures the legal, transparent, efficient and cost-effective execution of the financial plan, in compliance with the GA and applicable legislation. -Communication Manager (ODRAZ):Oversees the dedicated WP to effectively promote the project to multiple audiences, also ensuring the visibility of EU funding. -Twinning Manager (CZ):In charge of Twinning Learning. -Financial Sustainability Manager (CZ):In charge of Future Financing Mapping. SCIENCE PANEL(SP):Including experts from UZ, who provide scientific and technical support to the project, it oversees all scientific aspects, ensuring their positive impact on the project and the DNSH alignment. At the project's outset, CZ and ODRAZ each designate 1 individual to cross-monitor all the transversal and systematic activities, to ensure that the project is attuned to diversity, inclusion, gender considerations, accessibility and just transition. They will also ensure GDPR compliance. The Sensemaking and Learning Strategist (CZ) leads a structured and continuous process of observation, reflection, inventory and synthesis, generating real-time insights extracted from the project. They also manage participation in NZC's learning activities and oversee the development of the Division, providing input and feedback for the Hub. The PM team and the Sensemaking and Learning Strategist will collaborate to explore new approaches to governance and decision-making by using the opportunities presented by the NZC CESF and the SGA-NZC expert consortium partners. The Digital Strategist (CZ) coordinates the advancement of the one-stop-shop, while offering input and feedback on tasks related to digital solutions. The GC and MB will convene meetings as required, with a frequency of at least 1/month. The consortium's communication will be done through an online collaboration platform, granting each partner independent access to essential documents, tools, and other project-related information. For each of the mentioned positions, experts with the requisite qualifications, relevant expertise and ample experience will be selected to fulfill the responsibilities associated with their roles. DECISION MAKING TASK LEVEL:all partners participating in the task provide input for DM; the ultimate decision rests with the task leader. WP LEVEL:all partners involved in the WP contribute to the DM process for that WP; the final decision is made by the WP leader, subject to approval from the MB and GC. GC LEVEL:the highest decision-making body. MB LEVEL:each manager makes decisions within their respective areas of responsibility, seeking approval from the GC when necessary. RESOURCE DEPLOYMENT The municipality involves all departments detailed in the City Department Engagement section, based on their expertise. Each department leverage its own resources to achieve the desired objectives. The same approach applies to the other partners.

#### Learning plan (max 5000 characters)

Based on the extensive discussions held within project partners during the project's preparation phase, plus considering their existing resources and our ongoing projects, it is evident that the local community's knowledge regarding climate neutrality is relatively low. For this reason, our project propose various activities to enhance capacity-building and knowledge acquisition among our stakeholders. We anticipate gaining a more precise assessment of this evaluation during the launch event and the subsequent co-design events and activities. These gatherings will enable us to determine the community's and the ecosystem's actual level of expertise, through open talks and debates. Thus, our city's learning plan is designed to address capability and capacity needs by providing training, resources and collaboration opportunities for the city administration and a wide range of stakeholders (citizens, academia, civil

society, the private sector). By dedicating resources to delivering a sound learning plan and developing tools+platforms for ongoing learning, our city aims to build and retain the necessary capabilities and capacities beyond the project's life. This approach will ensure the long-term success of our city's climate-neutral and green urban transformation initiatives. The learning plan's execution will cover the learning activities embedded within the project's WPs and also encompasses the city twinning, the experience exchanges with other Pilot Cities and the work on ensuring financial sustainability. A structured calendar of learning activities, expected results in terms of outputs and outcomes and key performance indicators linked to assessment will be prepared at the beginning of the project by the Sensemaking and Learning Strategist. The city's Learning Plan encompasses the following elements: Initial assessment: At the beginning of the project, through the initial internal meetings, we will conduct an initial co-assessment of the current capabilities and capacities of the city administration, as well as each partner organisation. This assessment will involve identifying existing strengths, weaknesses, as well as existing knowledge and skills regarding climate neutrality. Climate-neutrality training sessions: We will implement climate-neutrality training sessions designed to enhance the knowledge and skills of city administration and key local stakeholders, including private sector representatives involved in the Division. These sessions will cover various aspects of climate neutrality, green urban planning, sustainable development. The goal is to build the capacity to effectively plan, implement and monitor climate-neutral initiatives and to increase the knowledge and awareness of our wider community. Future financing mapping: To ensure the sustainability of our climate-neutral initiatives, we will conduct future financing mapping exercises, for identifying potential public and private funding sources with the goal to ensure that financial resources are available to support our ongoing and future climate-neutral efforts. Strategic sensemaking and learning chart and toolbox: Within the project we will create a strategic sensemaking and learning chart and toolbox, that will support partners to track the learning achieved throughout the project's implementation and will synthesise the different types of learning within the project for the use of other cities. Twinning learning: We will engage in Twinning Learning activities, where we will exchange knowledge and experiences with our Twin Cities. This collaborative approach will enrich our understanding of climate neutrality and green urban planning. Educational components in communication materials and events: We will incorporate educational components into the communication materials and organized events. This will ensure that learning on climate-neutral approaches is activated not only by partners and beneficiaries, but also the broader community and stakeholders, supporting capacity-building at multiple levels. Co-design sessions: The co-design sessions in WP3, involving various stakeholders, will be instrumental in shaping the city's view to climate neutrality. These sessions will promote collaborative learning and capacity-building, with the community and ecosystem actively participating in the design of climate-neutral interventions. One-Stop-Shop for climate-neutral greening tactics: We will establish a one-stop-shop for climate-neutral greening tactics, serving as a platform presenting, co-modeling, debating and monitoring climate-neutral interventions. This platform will facilitate ongoing learning and knowledge sharing. The project places great emphasis on capitalizing on the learning achieved throughout its duration. Therefore, all project deliverables will be made publicly accessible and disseminated not only to project partners but also to national and international networks in which the partners are actively involved.

<b>CAPACITY TO ACT: Soundness of Work Plan</b>
Please confirm that you have completed the Work Plan section of this application form/platform
Confirmed
Budget: Please confirm you have uploaded your budget (Excel template) into the Files section in this application form/platform
Confirmed
Financial plan for implementing the pilot (in budget and over the two-year grant timeframe) (max 5000 characters)

As lead beneficiary, City of Zagreb will oversee the project's budget, delegating responsibilities to its consortium partners and ensuring the proper documentation and compliance with financial regulations. However, all partners hold prior experience in implementing EU-funded projects, making adherence to the budget a familiar and manageable task. The Financial Management responsibilities are outlined in WP1, falling under the purview of the Financial Manager(FM), who will be assigned from the City of Zagreb's team and tasked with the project's financial management and oversight, as below:

- Manage and oversee financial flows - allocate funds and ensure compliance with budget allocations among partners + by each individual partner, WPs and activities, as stipulated in the Grant Agreement. The FM will consult with the PM regarding any related issues and the PM will supervise, check and approve the activities of the FM.
- Collect individual financial statements and documents from each WP leader to verify their consistency with the tasks and facilitate their transmission to the funding entity.
- Prepare the NZC Financial Reports 1 (months 1 to 12) and 2 (months 13 to 24). The FM will collect and validate the individual financial statements from each beneficiary, itemizing the eligible direct and indirect costs and incorporating them into the 2 NZC Financial Reports.
- Provide the necessary forms/templates and set up electronic tools to facilitate the efficient preparation of financial deliverables and reports. At the project's outset (month 1), a collaborative meeting will be convened, involving all partners. During this meeting, the FM will provide a comprehensive explanation of the financial implementation procedures for the project, outline the expectations and requirements for sound financial management, elucidate the tools to be employed for financial data collection and present the expenses' calendar, among other details. The FM will maintain an ongoing consultation process with WP leaders to address expenses associated with each WP. Additionally, consultations with EB will be carried out to address expenses related to each partner. As the lead consortium, the City of Zagreb will submit, along with the final project reporting, the financial statements, which will be verified by an independent or external auditor and accompanied by a Certificate on Financial Statements. The City of Zagreb will also facilitate visits by the granting authority for its own checks, reviews or audits, as required. To ensure that the pilot activities align with the allocated budget and adhere to the grant timeline, financial project monitoring will rely on the systematic monthly collection and scrutiny of financial data related to the project. Subsequently, FM will conduct quarterly assessments of the financial information supplied by each partner. This practice will enable necessary adjustments to the initial plans, mitigate errors and safeguard the successful execution of the project. Special attention will be given to ineligible expenses, costs that were incurred but not charged to the project, deviations from the budget, potential threats to the project's successful completion and unforeseen costs. To maintain a stringent oversight, both the project partners and the FM will track and monitor project expenditures. Should any of the aforementioned issues be identified, the FM will promptly notify the concerned partner, engage in discussions to address the issue and collaboratively seek real-time solutions with the PM. If required, the financing entity may be approached for support or advice. Costs that cannot be justified for budget reallocation will be the responsibility of the partner in question. Every 3 months, following the completion of the FM's quarterly assessment of the financial data submitted by each partner, a working session will be convened. This session will involve the PM, the FM and a minimum of 1 representative from each partner (the financial officer designated by partner for the project). In this meeting, an analysis of the budget and expenses incurred during the observed period will be presented, allowing for the identification of any imbalances among the beneficiaries. Discussions will encompass potential budget reallocations, the remaining budget, and plans for future expenditures. Any potential deviations in costs and/or project progress will also be addressed. If such situations arise, the PM, FM and the relevant partner will collaborate to devise and implement a mitigation plan. Through the diligent oversight conducted by the FM, with the continuous support and approval of the PM and, in situations necessitating such an approach, consultation with the GC and EB, the activities' financial sustainability will be upheld and any necessary adjustments during the grant period will be addressed. Special emphasis will be placed on compliance with the Non-cumulative award principles and the No-profit principle.

IMPACT: Pilot activities' (learning/reflexive) governance

#### Reflexive governance (model) (max 5000 characters)

As part of WP 1, we will compile a comprehensive toolkit encompassing project management principles, processes, mechanisms, and tools. This toolkit will include the management plan, governance model, and strategies and tools for risk management. It will be distributed to all project partners and staff. Decisions, strategies, and progress will be openly discussed, documented, and shared with all participants. Information will be readily accessible, contributing to a clear and comprehensible decision-making process. The proposed governance model for the pilot activities follows a reflexive governance approach, designed to ensure transparency, accountability, and the engagement of a diverse range of participants in driving city and systems transformation. This means that we will enable a highly adaptive governance framework that will feed emerging insights into the development, implementation and refinement of the Pilot Activities. For the insights to be meaningful, the governance model will ensure multi-stakeholder representation and engagement, besides the City of Zagreb, the Faculty of Agriculture (University of Zagreb), the Croatian Association of Landscape Architects (NGO) and ODRAZ (NGO). With a focus on private and semi-public outdoor spaces, the activities covered by both WP3 and WP4 will mobilize representatives from diverse sectors, experts, private sector entities, NGOs, research and development institutions, citizens, students and youth representatives. This diversity ensures a rich pool of perspectives and expertise and their observations and insights will be integrated into the decision-making process. To this end, we will create a model for a Climate-Neutral Greening Division (WP 3), based on international best practices customized to suit the specific local circumstances. This division will seamlessly integrate with local climate neutrality initiatives. At its inception, the division will consist of delegates from the 3 partnering organizations and will actively recruit new members who demonstrate an interest in participating (citizens, students, NGO and business leaders, representatives of local authorities, and public institutions). The governance model outlined above reinforces the understanding that achieving climate neutrality targets requires collective efforts across the whole of society and signals a departure from the conventional top-down practices.

#### Governance for learning (max 5000 characters)

Reflexive governance will be applied to ensure that the project's model is adaptive and enables the understanding of the effectiveness of solutions in different contexts and involving different actors. In practice, this will mean that stakeholders will be involved in recurrent, structured learning and sensemaking activities, included in the Learning Plan. These activities will allow for observation, reflection, assessment, and synthesis of progress made, further informing the design and implementation processes. Therefore, the governance model adopts a flexible and adaptive approach to address the evolving and complex nature of the climate neutrality challenge. Through this approach, we remain open to ongoing learning and making adjustments as new insights emerge ('plan, test, iterate'). We are fully aware that sensemaking processes play a crucial role in evaluating the effectiveness and relevance of the activities in achieving their intended outcomes before the end of the implementation period (thus creating an emergent learning loop). As such, sensemaking will be implemented as a structured and systematic process, with careful observation and collection of data related to the pilot activities, their progress, and their effects. The proposed governance model integrates feedback and iterative learning processes, encompassing sensemaking, to guide the development, implementation, and assessment of pilot activities and their intended impact. As part of the governance model, we will designate a Sensemaking and Learning Strategist within the Zagreb City administration (WP 3). The Sensemaking and Learning Strategist will be responsible for coordinating the sensemaking and cross-fertilization activities. Their role also involves participating in the co-design of specific cross-fertilization activities and facilitating the involvement of city officials and other relevant stakeholders in these activities. The role of the Sensemaking and Learning Strategist will also be to encourage reflection on the gathered data and synthesis of information to draw meaningful insights (trends, patterns, and key observations). These will feed into making informed decisions about the development, implementation, and refinement of the activities. As a result of this process, the Pilot Program envisages the creation of a sensemaking chart and toolbox (A3.3.1, A3.3.2) to synthesise learning outcomes. This iterative learning process will allow for continuous improvements and adjustments for the best results, that can be further scaled locally and transferred to other cities.

IMPACT: Pilot activities' outcomes and direct/indirect impact
Confirm that you have uploaded your MEL and Impact Framework template
Confirmed

IMPACT: Pilot activities' scalability, replication, and risk management
<b>Pilot activities and impact scalability (max 2500 characters)</b>
<p>The potential impact of the climate-neutral greening initiatives in private and semi-public courtyards can be transformative for Zagreb. By extending the tree planting initiative across these spaces, approx. 1.25 million trees could take root in the heart of the urban landscape that could absorb an additional 31000 tons of CO2 every year. Beyond their carbon capture capabilities, the trees would play a pivotal role in improving urban biodiversity, enhancing mental well-being and fostering community bonding. Alongside the tree-planting efforts, promoting the use of compost bins in the courtyards is another opportunity for meaningful environmental interventions. Should every courtyard embrace this practice, we're looking at a substantial decrease in CO2 emissions at around 5,000 tons annually. Beyond the carbon benefits, composting supports a circular waste management system, reduces the burden on landfills and rejuvenates the soil with rich, organic nutrients. The Climate-neutral Greening Hub emerges as a potent tool for driving behavioral change. By amplifying its participatory, educational and communication activities, the potential for achieving a higher multiplication factor becomes palpable. Such efforts, strategically tailored and effectively communicated, could ignite a widespread behavioral shift amongst citizens that could lead to an additional 50000 tons CO2/year reduction. More importantly, such efforts can foster a community of environmentally conscious citizens who are informed, engaged and proactive. Lastly, as citizens move towards a more climate-neutral behavior, it paves the way for the inception and implementation of even more progressive policies and interventions. By expanding the use of smart urban furniture, LED lighting solutions powered by green energy, racks for bikes/scooters, tools for collecting and repurposing rainwater to sustain green areas, light/reflective paint coatings on specific areas etc., children and citizens alike would be more inclined to use these spaces and adopt a climate neutral behavior. Tackling these pivotal areas such as energy consumption, transportation, waste management and efficient use of urban spaces can potentially slash CO2 emissions by another 100000 tons per year. As residents become more conscious about their energy use, opt for sustainable modes of transport and start promoting waste reduction, a paradigm shift can happen where urban living and environmental stewardship merge seamlessly.</p>
<b>Risks Management: Please confirm that you have completed the Risks section of this application/submission platform</b>
Confirmed
<b>Learning for transferability and/or replication (max 2500 characters)</b>
<p>The partnerships that Zagreb already has in place, at the national and EU level (described in the High level assessment section), along with additional partnerships that will be established in the coming period and years, will ensure a wide impact of the work undertaken under this project. The proposed interventions on private and semi-public outdoor spaces represent an innovative approach that can easily be transferred and benefit any city interested in this topic. The results of the project will be incorporated into two policy documents for the replication, and expansion of the pilot program at the local and regional level, as well as other EU cities (A4.2.1-A4.2.2). The core tool envisaged for mass transferability is the dedicated one-stop-shop, which will encompass all deliverables, and the Twinning Programme will complement it, as a powerful knowledge exchange activity with other similar urban areas. The city will engage in the Twinning Learning Programme to share knowledge and collaborate with designated Twin Cities (both online and in-person</p>

meetings), with participation from project partners and contributions from the Climate-Neutral Greening Division. Insights and lessons will be documented in D3.3.1-D3.3.2 and a Twinning Manager will oversee the process. The project team will both visit and host Twin Cities, allocating resources for knowledge transfer. Overall, the transferability and/or replication of all the project's tools, approaches and deliverables across EU cities will be based on 1) existing partnerships, such as that DG Regio and the World Bank through the Functional Areas in the EU project, 2) the Twinning Learning Programme, 3) owned channels and all relevant national and European events in the field, which will be the main platforms for speaking and presenting the project, 4) the development of a strong knowledge transfer mechanism within the consortia, 5) the partners' dissemination channels and transfer mechanisms, 6) the peer collaboration platforms and experience exchange initiatives that NZC will provide for Pilot Cities and 7) sharing the knowledge the city has as Mission City with other cities in Croatia. All these opportunities will be fully used to disseminate the results and help entities that are interested with all the tools and ideas emerged from the project.

Declarations and Keyword Tags
Alignment to NZC Pilot Cities Programme eligible activities
Yes applicant declares
City Learning Programme
Yes applicant declares
Other EU funded programmes/calls
Yes applicant declares
Other EU funded programmes/Calls (max 5000 characters)
We have identified various European grant programs, initiatives, learning opportunities, networking prospects, as well as awards and titles that align with and enhance the pilot activities presented in this application. Below, we summarize the European Programs and initiatives most relevant to our pilot activities, which we intend to submit applications for, both during the project's implementation phase and even after its completion. The majority of the funding opportunities we are focusing on for the upcoming period are centered around sustainable urban development, aligning with our dedication to societal well-being, environmental conservation and climate action. Of particular significance to us are those opportunities that enable us to undertake additional initiatives aimed at achieving local climate neutrality. -Horizon Europe, Life Programme, Interreg Europe -Connecting Europe Facility - EU City Facility -European Urban Initiative -Urbact -Digital Europe -Innovation Fund, I3 -New European Bauhaus, NEB Financial Instrument - Driving Urban Transitions - European Union Development Education and Awareness Programme - the funding calls launched by the EIT Innovation Communities For Zagreb's transition to a green, zero-carbon city to succeed, specific knowledge and skills are essential. Thus, to empower our public administration with the necessary theoretical training and practical skills required for initiating, managing and monitoring green climate neutrality projects, we are interested in accessing the learning opportunities provided by European institutions and that cover climate-neutrality matters, through: - Capacity-Building through the European Urban Initiative - Learning Solutions through Interreg Europe - Digineb.Eu. - Green Advisory Service to Support Sustainable Investment under InvestEu - European Urban Agenda - Friends and Partners of the NEB - European Climate Pact Ambassadors In acknowledgment of our local community's efforts to transition towards carbon neutrality, we will also explore the available calls for applications for the EU-level awards and titles, such as: -Transformative Action Award -Green Deal Initiative Going Local -European Green Capital Award Nonetheless, we want to underscore our commitment to preventing any duplication of funding for the project's activities from other programs, such as to uphold the non-cumulative award principle and to ensure

compliance with all European financing regulations.

Keyword Tags



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Title	Owner	Last Modified
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2. Zagreb - Appendix 4. Impact Framework	Franovbeokovic Ines	23/04/2024 10:42

# **Call for Proposals: Call for Pilot Cities, Cohort 2 (2023) – NetZeroCities**

## **Impact Section Template**

### **Activating Green Courtyards for Carbon Neutrality (Zagreb)**

This document covers proposals for funding under Horizon Europe, Grant Agreement number:  
HORIZON-RIA-SGA-NZC-101121530

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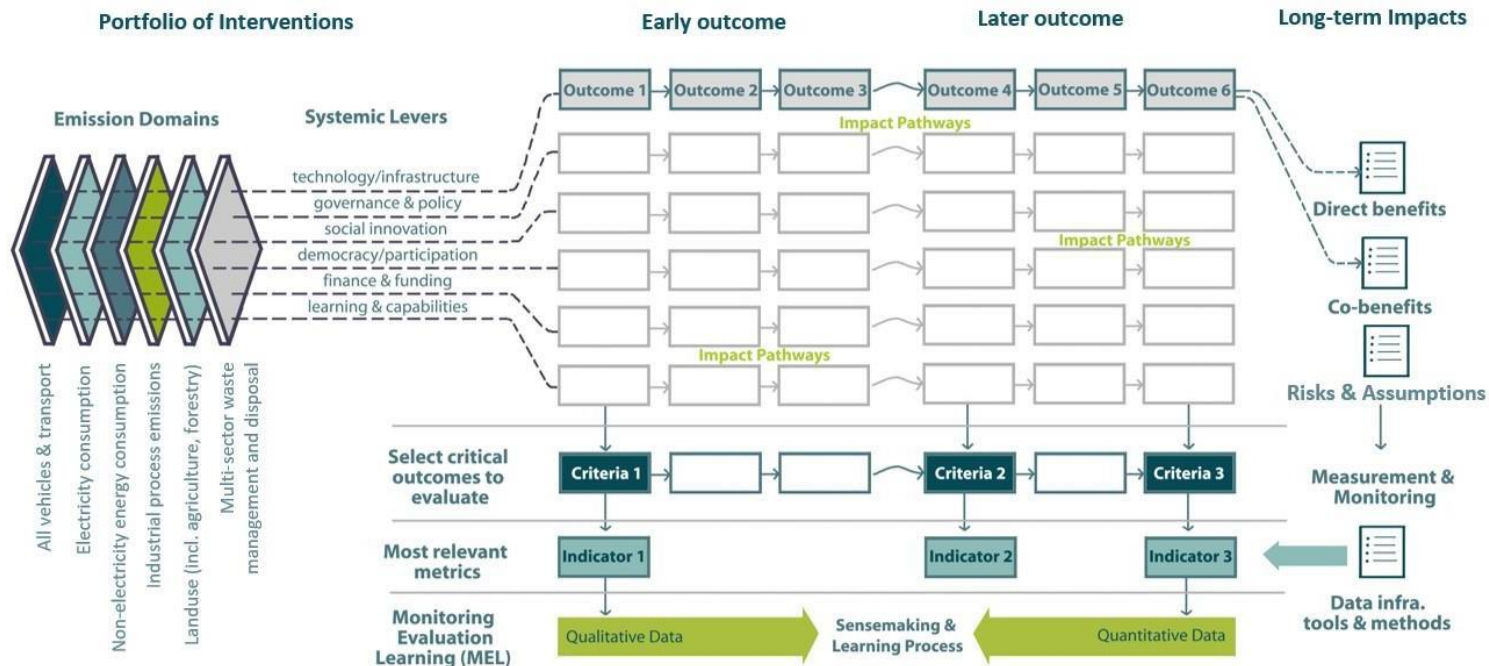
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# Introduction to NZC PCP Impact Framework Template

## Introduction and guidance (please go through this section before filling the template):

- This template summarises the ‘Impact’ section of your application. Please fill in this word document while also referring to the NZC PCP Indicator Set, and upload it in the sub-section ‘**IMPACT**’ in the Plaza portal as part of the submission of your application.
- The questions and tables outlined in this template are based on the overall structure and basic elements of the NZC Impact Framework (see diagram below). The information requested here is designed to help your proposal highlight the multi-dimensional progress your Pilot activities’ are expected to achieve, and to help your city gain strategic learnings and insights from your transformative journey through the NZC Pilot Cities Programme.
- The impacts, outcomes and indicators listed in this document will only be used at this stage of the Call for evaluating your proposal, based on the Call’s selection criteria. The contents of this template can be amended in the subsequent stages of the Programme for Monitoring, Evaluation & Learning (MEL) purposes, should your application be successful.



- The indicators/outcomes requested in this template are classified into **three main categories** based on the type of impacts and allowing for ample options for your proposal to communicate to the evaluators how your Pilot activities envision and define progress (“what does success look like?”). Once selected, this information will help chosen Pilot Cities assess their evidence needs, baseline/target values, and data sources for specific indicators/outcomes at a later stage of the PCP MEL process. These impact categories include:



1. **Direct Impacts** are the long-term quantified effects produced by the project activities/interventions related to the GHG mitigation/reduction in one or more emission domains for the city.
  2. **Indirect Impacts or Co-benefits** expected to be produced during or after the project duration (either qualitative or quantitative) because of the Pilot activities/interventions. These also include long-term non-GHG impacts, if any.
  3. **Intermediate Outcomes** are the qualitative and observable changes/insights related to the process of implementing the portfolio, produced either early (short-term) or later (medium-term) during the project timeline. Some of these effects may potentially occur beyond the direct scope of your Pilot activities (for e.g., wider capacities built, or citizens engaged). These changes also relate your project's **Impact Logic or Impact Pathways** that link short-term or medium-term outcomes to long-term direct/indirect impacts – to support meaningful connections and better coordination between individual activities. In essence, these outcomes will change the enabling conditions beyond the direct scope of the Pilot activities, to advance your city in your pathways to climate-neutrality. These **qualitative outcomes** will also be useful to better collect and frame your project/city's strategic learnings and insights during implementation, as well as productively participate in the Collective Sensemaking process with other peer Pilot Cities in the cohort.
- The first two indicator categories for Direct and Indirect Impact above are further sub-divided into two sub-categories, to allow for greater flexibility and choice for indicator selection, data reporting and offering MEL guidance: These indicator sub-categories include:
    - a. **Standardised Indicators** are the ones you are requested to select from the **NZC PCP Indicator Set** (available in the application pack). This set includes a catalogue of **36 indicators** (12 GHG Indicators and 24 Co-benefits) compiled by the NZC Consortium, as recommended indicators as aligned with your proposal. These indicators are also compatible with the climate reporting platforms cities currently use (such as, CDP/ICLEI Track or MyCovenant), which can help Pilot Cities identify their relevant data sources at a later reporting stage. This indicator sub-category data will help us offer further MEL and impact assessment guidance to selected Pilot Cities, allow for quantitative data comparability/aggregation between all Pilot Cities in the cohort, and enable capacity building within the PCP cohort.
    - b. **Customised Indicators** are specific and most suited to your project based on your intended impacts and city's context. These non-standardised or contextual indicators can be included to measure progress and assess impacts that are not explicitly covered in the NZC PCP Indicator Set provided. Applicants are free to describe them based on their Pilot activities and voluntarily report data based on them, if selected.
    - c. Similarly, the information to be provided in the **third main category of qualitative Outcomes** is also contextual as descriptive text. They are classified as 'Early' or 'Later' Outcomes based on when they are expected to be produced i.e., whether in the short-term or medium-term. For further guidance on how to better frame these outcomes per lever or selected Impact Pathways, please refer to the NZC PCP Guidebook.
  - Lastly, both the quantitative and qualitative indicators or outcomes supplied in this template should not be considered as finalised or frozen for the project's MEL process post-selection, but rather a starting point for our collective Learning and Sensemaking journey for PCP. If selected, cities will have a chance to edit, refine or revise this information during the Grant Agreement preparation. At this stage, we recommend making an informed choice of a few key indicators, outcomes and impact narratives that best suit your city/project's ambitions and envisioned impact, and best respond to the evaluation and selection criteria of this Call.



# 1 Direct Impacts

**Question: How are the Pilot activities expected to reduce the city's GHG emissions? What is the intended impact and emissions decrease profile, over the duration of the Pilot activities, and as a proportion of the city's overall emissions profile? (Up to 500 words)**

According to the European Environment Agency, Zagreb is the greenest capital in the EU. Around a quarter of the city surface (i.e. 7,850 hectares) are natural protected areas, another 7% are public green areas, and 5% are blue areas. Zagreb has a well-developed system of public parks and green areas. However, little concerted and comprehensive efforts have been allocated to dealing with private and semi-public green areas, such as the courtyards, backyards of apartment complexes or individual housing units, or outdoor spaces owned by private entities. There is thus a significant opportunity to expand the carbon sinks in the city through a targeted program addressed to courtyards and backyards. Around 6% of the city surface is covered with such private and semi-public courtyards and backyards, which could accommodate an estimated 1.25 million additional trees, which, in turn, could absorb an additional 31,000 tons of CO2 per year.

The scope of this project is to set the foundations for an even greener Zagreb, while aiding the city's efforts to make the transition to climate neutrality by 2030. **The project will initially focus on apartment complex courtyards and privately owned outdoor spaces, primarily in the core of the city, to be subsequently scaled up to similar areas throughout the city.** The scale up of the proposed program will reduce annual GHG emissions by an estimated 2,500 to 3,000 tons of CO2 per year. Around 500 tons of CO2 could be abated by installing and encouraging residents to regularly use compost bins in courtyards. An estimated reduction of another 350 tons of CO2 could be realized through the adoption of various small-scale, targeted solutions that encourage the transition towards climate-neutrality (e.g., smart urban furniture, LED lighting solutions powered by green energy, secured and weatherproof racks for bikes and scooters, tools for collecting and repurposing rainwater to sustain green areas, NEB playful solutions for children within recreational areas).

The project also envisages strengthening the capacity of the local administration, and mobilizing citizens and other stakeholders, in the quest towards climate neutrality, with expected benefits across the board. These activities are estimated to potentially slash emissions with an additional 1,250 tons CO2/year. Therefore, the pilot's objective and its resulting outcomes serve to showcase and record the journey toward achieving climate neutrality, starting from idea and ultimately leading to impact.

Please use the following section to capture the specific GHG and non-GHG long-term impacts and indicators for 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 will this impact be measured?)
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Please add as applicable	<b>Select one or more from –</b> <ul style="list-style-type: none"> <li>▪ All vehicles and transport (mobile energy)</li> <li>▪ Consumption of electricity generated for buildings, facilities, &amp; infrastructure</li> <li>▪ Consumption of non-electricity energy for thermal uses in buildings &amp; facilities</li> <li>▪ Land use (including agriculture, forestry, and other land uses)</li> <li>▪ Multi-sector waste management and disposal</li> <li>▪ Industrial process emissions</li> </ul>	<b>Select from as applicable –</b> <ul style="list-style-type: none"> <li>▪ GHG emissions</li> <li>▪ Total GHG emissions</li> <li>▪ Stationary energy</li> <li>▪ Transport</li> <li>▪ Waste</li> <li>▪ Industrial processes and product use</li> <li>▪ Agriculture, forestry, and land use (AFOLU)</li> <li>▪ Grid supplied energy</li> <li>▪ Energy Consumption</li> <li>▪ Energy Efficiency</li> <li>▪ Share of Renewable Energies</li> <li>▪ Carbon capture and residual emissions</li> </ul>	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
<b>Pilot programme for climate neutral, green local courtyards</b>	Land use (including agriculture, forestry, and other land uses)	Agriculture, forestry and land use (AFOLU)	GHG emission from agriculture, forestry and land use per year	t CO2 equivalents / year
		Carbon capture and residual emissions	Amount of permanent sequestration of GHG within city boundary	t CO2 equivalents / year
	Multi-sector waste management and disposal	Waste	GHG emission from waste per year	t CO2 equivalents / year
<b>Policy recommendations for replicating and scaling the pilot programme for climate neutral, green local courtyards</b>	Land use (including agriculture, forestry, and other land uses)	Agriculture, forestry and land use (AFOLU)	GHG emission from agriculture, forestry and land use per year	t CO2 equivalents / year
		Carbon capture and residual emissions	Amount of permanent sequestration of GHG within city boundary	t CO2 equivalents / year
	Multi-sector waste management and disposal	Waste	GHG emission from waste per year	t CO2 equivalents / 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 <i>(How will this impact be measured?)</i>
Please add as applicable	<b>Select one or more from –</b> <ul style="list-style-type: none"> <li>▪ All vehicles and transport (mobile energy)</li> <li>▪ Consumption of electricity generated for buildings, facilities, &amp; infrastructure</li> <li>▪ Consumption of non-electricity energy for thermal uses in buildings &amp; facilities</li> <li>▪ Land use (including agriculture, forestry, and other land uses)</li> <li>▪ Multi-sector waste management and disposal</li> <li>▪ Industrial process emissions</li> </ul>	Please add your own as applicable	Please add your own as applicable	Please add your own as applicable
<b>Pilot programme for climate neutral, green local courtyards</b>	All vehicles and transport (mobile energy)	Transport	Potential reduction of GHG emission from transport per year due to lower levels of suburbanization and sprawl	t CO2 equivalents / year
	Consumption of non-electricity energy for thermal uses in buildings & facilities	Energy Consumption	Change in the total energy consumption per year due to increase in time spent by people outdoor in their courtyards	kWh/year





<b>Policy recommendations for replicating and scaling the pilot programme for climate neutral, green local courtyards</b>	All vehicles and transport (mobile energy)	Transport	GHG emission from transport per year due to lower levels of suburbanization and sprawl	t CO2 equivalents / year
	Consumption of non-electricity energy for thermal uses in buildings & facilities	Energy Consumption	Change in the total energy consumption per year due to increase in time spent by people outdoor in their courtyards	kWh/year

## 2 Indirect Impacts or Co-benefits

**Question: Which co-benefits or other indirect long-term impacts do the Pilot activities expect to achieve in your city, in addition to GHG-emissions reduction? (Up to 500 words)**

Suburbanization and urban sprawl are a problem that plagues many cities, Zagreb included. The interventions proposed under this project, and its subsequent scale-up, focus on interventions that will not only create more carbon sinks (i.e. more greenery, and more biodegradable waste composted), but will also improve the quality of life in the respective neighbourhoods, creating more disincentives for moving to the suburbs. More people living in the core city, more trees and green spaces, and more biodegradable waste composted, as well as various easy-to-use solutions/tools to stimulate/encourage proactive individual engagement in behaviours that support the climate-neutrality transition, also come with benefits pertaining to air quality, improved physical and mental well-being, and stronger communities.

Please use the following section to capture the specific co-benefits or long-term indirect impacts 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 (How will this impact be measured?)
Please add as applicable	<b>Select from as applicable –</b> <ul style="list-style-type: none"> <li>▪ Public Health and environment</li> <li>▪ Social Inclusion, Innovation, Democracy and Cultural Impact</li> <li>▪ Economy</li> </ul>	Select from 24 recommended Co-benefit Sub-domains from the <a href="#">NZC PCP Indicator Set</a>	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



	<ul style="list-style-type: none"> <li>▪ Resource efficiency</li> <li>▪ Biodiversity</li> </ul>			
<b>Pilot programmes for climate neutral, green local courtyards</b>	Public Health & Environment	Air quality	Improved air quality	Highest annual mean of PM2.5 concentration recorded [ $\mu\text{g PM2.5} / \text{m}^3$ ]
		Health	Improved physical and mental wellbeing	Likert scale; 5 scales to be determined in local survey
		Quality of life	Perceived change in the quality of life	Likert scale; 5 scales to be determined in local survey
	Resource Efficiency	Waste management and efficiency	Urban waste reduction; Biowaste recovery	% of recycled domestic waste of the total domestic waste generation
		Circular Economy	Re-use of material during construction or renovation	% of recycled construction material of the total construction material used in the process
		Land use management	Improved land use management practices (e.g. urban greening)	$\text{m}^2$ of public green space / inhabitant
	Biodiversity	Urban Forestry Plantation and Improved Plant Health	Percentage of tree canopy within the city	% of the municipal area
		Non-Invasive Species and Pollinators	Change in the number of species of birds in built-up areas	% of change in species
		Ecological Habitat Connection	Structural connectivity of green spaces	Degree of physical (“structural”) connectivity between natural environments within a defined urban area.
	<b>Policy recommendations for replicating and scaling the pilot programme for climate neutral, green local courtyards</b>	Public Health & Environment	Air quality	Improved air quality
Health			Improved physical and mental wellbeing	Likert scale; 5 scales to be determined in local survey



		Quality of life	Perceived change in the quality of life	Likert scale; 5 scales to be determined in local survey	
	Resource Efficiency	Waste management and efficiency	Urban waste reduction; Biowaste recovery	% of recycled domestic waste of the total domestic waste generation	
		Circular Economy	Re-use of material during construction or renovation	% of recycled construction material of the total construction material used in the process	
		Land use management	Improved land use management practices (e.g. urban greening)	m <sup>2</sup> of public green space / inhabitant	
	Biodiversity	Urban Forestry Plantation and Improved Plant Health	Percentage of tree canopy within the city	% of the municipal area	
		Non-Invasive Species and Pollinators	Change in the number of species of birds in built-up areas	% of change in species	
		Ecological Habitat Connection	Structural connectivity of green spaces	Degree of physical (“structural”) connectivity between natural environments within a defined urban area.	
	Social Inclusion, Innovation, Democracy and Cultural Impact	Upscaling & Replication	Number of follow-up projects or districts	total # of follow-up projects	
	<b>Implementing the project communication tools</b>	Social Inclusion, Innovation, Democracy and Cultural Impact	Citizen & Communities Participation	Improved citizen participation	# of citizens engaged through the Pilot activities
			Social Innovation	Number of participative activities implemented per stakeholder group	total # of counseled activities
<b>Climate-neutral Greening Hub</b>	Social Inclusion, Innovation, Democracy and Cultural Impact	Capacity of the public administration	Improvement in skills and awareness	# of public officers trained through the Pilot activities	
		Upscaling & Replication	Number of follow-up projects or districts	total # of follow-up projects	
<b>Digital connectivity, interaction and engagement</b>	Social Inclusion, Innovation, Democracy and Cultural Impact	Digitalisation	Improved acceptance of digital solutions	total # of users per digital solution	
		Social Innovation	Number of participative activities implemented per stakeholder group	total # of counseled activities	



		Citizen & Communities Participation	Improved citizen participation	# of citizens engaged through the Pilot activities
		Capacity of the public administration	Improvement in skills and awareness	# of public officers trained through the Pilot activities
<b>Strategic sensemaking and learning</b>	Social Inclusion, Innovation, Democracy and Cultural Impact	Capacity of the public administration	Improvement in skills and awareness	# of public officers trained through the Pilot activities
		Upscaling & Replication	Number of follow-up projects or districts	total # of follow-up projects
<b>Future financing mapping</b>	Social Inclusion, Innovation, Democracy and Cultural Impact	Capacity of the public administration	Improvement in skills and awareness	# of public officers trained through the Pilot activities
<b>Establishing new knowledge and building capacity and capabilities for the Climate-neutral Greening Hub</b>	Social Inclusion, Innovation, Democracy and Cultural Impact	Capacity of the public administration	Improvement in skills and awareness	# of public officers trained through the Pilot activities

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

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

<b>Activity or Intervention name</b>	<b>Describe Co-benefit related to this activity or intervention</b>	<b>Emission Domain(s)</b>	<b>Lever(s)</b>	<b>Custom quantitative or qualitative indicator</b>	<b>Custom metric/unit of measurement (How will this impact be measured?)</b>
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Please add as applicable	Please add your own as applicable	<b>Select one or more as applicable –</b> <ul style="list-style-type: none"> <li>▪ All vehicles and transport (mobile energy)</li> <li>▪ Consumption of electricity generated for buildings, facilities, &amp; infrastructure</li> <li>▪ Consumption of non-electricity energy for thermal uses in buildings &amp; facilities</li> <li>▪ Land use (including agriculture, forestry, and other land uses)</li> <li>▪ Multi-sector waste management and disposal</li> <li>▪ Industrial process emissions</li> </ul>	<b>Select one or more as applicable –</b> <ul style="list-style-type: none"> <li>▪ Technology and infrastructure</li> <li>▪ Governance and policy</li> <li>▪ Financing and funding</li> <li>▪ Social innovation</li> <li>▪ Democracy and participation</li> <li>▪ Learning and capabilities</li> <li>▪ Data and digitalisation</li> <li>▪ Procurement</li> </ul>	Please add your own as applicable	Please add your own as applicable
<b>Pilot programmes for climate neutral, green local courtyards</b>	Reduced urban sprawl	All vehicles and transport (mobile energy)	Social innovation	Rate of urban expansion reduced	Hectares of newly developed greenfield parcels in the Zagreb Urban Agglomeration
	Increase in composting rates	Multi-sector waste management and disposal	Technology and infrastructure	Share of biodegradable waste that is composted	%
<b>Policy recommendations for replicating and scaling the pilot programme for climate neutral, green local courtyards</b>	Reduced urban sprawl	All vehicles and transport (mobile energy)	Social innovation	Rate of urban expansion reduced	Hectares of newly developed greenfield parcels in the Zagreb Urban Agglomeration
	Increase in composting rates	Multi-sector waste management and disposal	Technology and infrastructure	Share of biodegradable waste that is composted	%
<b>Climate-neutral Greening Hub</b>	Increase in share of local budget dedicate to climate related activities	All of the above	Governance and policy	Share of local budget dedicated to climate related activities	%



<b>Digital connectivity, interaction and engagement</b>	Increase in number of citizens aware about possibility and options for improving their courtyards	Land use (including agriculture, forestry, and other land uses)	Data and digitalisation	Number of people aware about possibility and options for improving their courtyards	Number
	Increase in number of citizens that engage and provide suggestions for project improvements	Land use (including agriculture, forestry, and other land uses)	Social innovation	Number of people that engage and provide suggestions for project improvements	Number
<b>Strategic sensemaking and learning</b>	Increase in number of innovative and impactful approaches used by the local administration	Land use (including agriculture, forestry, and other land uses)  Multi-sector waste management and disposal	Learning and capabilities	Number of innovative and impactful approaches used by the local administration	Number
<b>Future financing mapping</b>	Increase in funding mobilized for climate related projects	All of the above	Financing and funding	Additional funds attracted	Euro
<b>Implementing the project communication tools</b>	Number of people engaged	All of the above	Democracy and participation	Number of people engaged	Number



### 3 Outcomes to unlock pathways to climate-neutrality

**Question: What or how do you think the Pilot activities will enable change in your city within and beyond their direct scope, on your pathway towards climate-neutrality? (Up to 750 words)**

The project is designed to work as a “LEVER”, with targeted interventions in multiple pain-points. The proposed activities focus on key areas that can scaled up subsequently. We aim to light several fuses, rather than delivering a number of distinct outputs. The pathways to climate-neutrality we hope to open include:

- Development of scalable pilots for turning backyards into carbon sinks;
- Policy framework for full size programme on “Activating Green Courtyards for Carbon Neutrality”;
- Identification of funding sources to ensure the programme is sustainable;
- Strengthening the capacity of the local administration to prepare and implement climate-related interventions;
- Creating a platform that enables the local administration, partners, and other relevant stakeholders, to innovate;
- Strengthening and enhancing participatory approaches;
- Creating tools for improving project design through wide stakeholder engagement.

Please use the following section to outline your qualitative outcomes based on your Pilot activities. These descriptive outcomes should ideally also cover the changes beyond the direct scope of Pilot activities, for e.g., how will the long-term change and its momentum be sustained beyond the 2-year project timeline? For detailed explanations on Impact Pathways and what do we mean by Early (short-term) or Later (medium-term) Outcomes, please refer to the ‘NZC Theory of Change’ or previous webinars on the topic of ‘impact pathways’ or ‘MEL’ on the NZC Portal.

#### 3.1 Early and Later Outcomes (Customised according to city/project)

Activity or Intervention name	Select relevant Lever(s) of Change	Describe an Early Outcome related to this activity or intervention.	Describe a Later Outcome related to this activity or intervention, beyond the direct scope of the activity.
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Please add as applicable	<b>Select one or more as applicable –</b> <ul style="list-style-type: none"> <li>▪ Technology and infrastructure</li> <li>▪ Governance and policy</li> <li>▪ Financing and funding</li> <li>▪ Social innovation</li> <li>▪ Democracy and participation</li> <li>▪ Capacities and capabilities</li> <li>▪ Data and digitalisation</li> <li>▪ Procurement</li> </ul>	Please describe as applicable	Please describe as applicable
<b>Pilot programmes for climate neutral, green local courtyards</b>	Democracy and participation	The pilot interventions will encourage the first beneficiaries to compost more and spend more time outdoors.	Over the long term, the direct beneficiaries will become climate stewards, advocates of the “Activating Green Courtyards for Carbon Neutrality” program, and a source of information for future beneficiaries.
	Social innovation	The successful implementation of the pilot project will inspire other citizens and home-owners associations to apply for the program.	Over the long term, the “Activating Green Courtyards for Carbon Neutrality” will become a permanent fixture in Zagreb, and will inspire other cities in Croatia, and beyond, to adopt similar projects – through a snowball effect.
<b>Policy recommendations for replicating and scaling the pilot programme for climate neutral, green local courtyards</b>	Governance and policy	The foundations for a long-term NetZero policy and programme will be set.	The policy elaborated under this project will inform interventions on turning the Zagreb backyards into carbon sinks.
<b>Future financing mapping</b>	Financing and funding	For the short-term, a list of funding options will be elaborated, which will enable the fast scale-up of the programme.	For the long-term, an active system will be in place, which will tap key sources of local, national, EU, and international sources of financing, to further the programme objectives.
<b>Climate-neutral Greening Hub</b>	Capacities and capabilities	The capacity of the local administration is strengthened to implement interventions that turn backyards into carbon sinks.	Over the long term, the Climate-neutral Greening Hub will be provide active and direct support for ensuring Zagreb makes the transition to climate neutrality by or before 2030.
<b>Establishing new knowledge and building capacity and capabilities</b>	Capacities and capabilities	The capacity of the local administration is strengthened to	Over the long term, the Climate-neutral Greening Hub will be provide active and direct support for ensuring Zagreb makes the





<b>for the Climate-neutral Greening Division</b>		implement interventions that turn backyards into carbon sinks.	transition to climate neutrality by or before 2030.
<b>Implementing the project communication tools</b>	Democracy and participation	Participation efforts will be strengthened, and new and innovative participation approaches will be created	Participative approaches will be strengthened for the long term, and such approaches will become a fixture for future projects and programs.
<b>Strategic sensemaking and learning</b>	Technology and infrastructure	Novel approaches will be adopted by the local administration.	The toolkit for NetZero interventions will be enlarged and enriched for the long term.
<b>Digital connectivity, interaction and engagement</b>	Data and digitalisation	The digital solutions will ensure in the short term more meaningful, rich, and efficient citizen engagement.	Over the long term, the digital solutions created will allow a faster scale up of the project.

Budget input costs

Organisation	Work Package	Cost Description	Cost Category	Budget input costs		
				Direct costs	Indirect costs	TOTAL
				€	€	€
				482.040,00	116.760,00	598.800,00
				Amount Planned	Indirect costs *(auto-calculated)	Total cost
City of Zagreb	WP: 1. PROJECT MANAGEMENT AND GOVERNANCE (PLANN	Certificate on Financial Statements submitted together with the final report C3. Other goods, works, and services		€ 15.000,00	€ 3.750,00	€ 18.750,00
City of Zagreb	WP: 1. PROJECT MANAGEMENT AND GOVERNANCE (PLANN	Financial Manager (responsible for all WP1): 24 months, 1 day worked on th A. Personnel		€ 9.120,00	€ 2.280,00	€ 11.400,00
City of Zagreb	WP: 1. PROJECT MANAGEMENT AND GOVERNANCE (PLANN	Project Manager (responsible for all WP1 + oversees all WP2), 24 months, 3 A. Personnel		€ 26.000,00	€ 6.500,00	€ 32.500,00
City of Zagreb	WP: 3. SENSEMAKING, STRATEGIC LEARNING AND CROSS-F	Costs for organizing the Peer Visits to Twin Cities (D.3.2.1.PEER VISITS TO TV C1. Travel and subsistence		€ 1.910,00	€ 477,50	€ 2.387,50
City of Zagreb	WP: 3. SENSEMAKING, STRATEGIC LEARNING AND CROSS-F	Development Services for D3.1.6. ONE-STOP-SHOP FOR CLIMATE-NEUTRAL D. Internally invoiced goods and services		€ 15.000,00	€ -	€ 15.000,00
City of Zagreb	WP: 3. SENSEMAKING, STRATEGIC LEARNING AND CROSS-F	Digital Strategist (responsible for D3.1.6. ONE-STOP-SHOP FOR CLIMATE-NE A. Personnel		€ 9.728,00	€ 2.432,00	€ 12.160,00
City of Zagreb	WP: 3. SENSEMAKING, STRATEGIC LEARNING AND CROSS-F	Financial Sustainability Manager (responsible for A.3.4.1. FUTURE FINANCIN A. Personnel		€ 2.288,00	€ 572,00	€ 2.860,00
City of Zagreb	WP: 3. SENSEMAKING, STRATEGIC LEARNING AND CROSS-F	Sensemaking and Learning Strategist (responsible for A.3.3.1. STRATEGIC SE A. Personnel		€ 9.984,00	€ 2.496,00	€ 12.480,00
City of Zagreb	WP: 3. SENSEMAKING, STRATEGIC LEARNING AND CROSS-F	Twining Manager (responsible for A3.2.1. TWINNING LEARNING – VISITIN A. Personnel		€ 7.904,00	€ 1.976,00	€ 9.880,00
City of Zagreb	WP: 4. TRANSFORMING THE INSIGHTS INTO PROGRAMMES	Climate Neutral Greening Works on 15 Pilot Sites (corresponding to D.4.1.6 C3. Other goods, works, and services		€ 210.000,00	€ 52.500,00	€ 262.500,00
City of Zagreb	WP: 4. TRANSFORMING THE INSIGHTS INTO PROGRAMMES	Climate-Neutral Landscaping Coordinator (responsible for D.4.1.5 LIST OF SI A. Personnel		€ 3.040,00	€ 760,00	€ 3.800,00
Croatian Association of Landscape Architects (CALA	WP: 3. SENSEMAKING, STRATEGIC LEARNING AND CROSS-F	Costs for organizing the Peer Visits to Twin Cities (D.3.2.1.PEER VISITS TO TV C1. Travel and subsistence		€ 2.000,00	€ 500,00	€ 2.500,00
Croatian Association of Landscape Architects (CALA	WP: 3. SENSEMAKING, STRATEGIC LEARNING AND CROSS-F	Event Animators (responsible for D3.1.4. CLIMATE-NEUTRAL GREENING HU A. Personnel		€ 800,00	€ 200,00	€ 1.000,00
Croatian Association of Landscape Architects (CALA	WP: 3. SENSEMAKING, STRATEGIC LEARNING AND CROSS-F	Event Expert Speakers (responsible for D3.1.4. CLIMATE-NEUTRAL GREENIN A. Personnel		€ 4.800,00	€ 1.200,00	€ 6.000,00
Croatian Association of Landscape Architects (CALA	WP: 3. SENSEMAKING, STRATEGIC LEARNING AND CROSS-F	Event Moderator (responsible for D3.1.4. CLIMATE-NEUTRAL GREENING HU A. Personnel		€ 1.520,00	€ 380,00	€ 1.900,00
Croatian Association of Landscape Architects (CALA	WP: 3. SENSEMAKING, STRATEGIC LEARNING AND CROSS-F	Event Organizing (venue & catering needed for D3.1.4. CLIMATE-NEUTRAL C3. Other goods, works, and services		€ 9.500,00	€ 2.375,00	€ 11.875,00
Croatian Association of Landscape Architects (CALA	WP: 3. SENSEMAKING, STRATEGIC LEARNING AND CROSS-F	Hub Administrator (responsible for D3.1.4. CLIMATE-NEUTRAL GREENING H A. Personnel		€ 2.040,00	€ 510,00	€ 2.550,00
Croatian Association of Landscape Architects (CALA	WP: 3. SENSEMAKING, STRATEGIC LEARNING AND CROSS-F	Hub Coordinator (responsible for D3.1.4. CLIMATE-NEUTRAL GREENING HU A. Personnel		€ 3.040,00	€ 760,00	€ 3.800,00
Croatian Association of Landscape Architects (CALA	WP: 3. SENSEMAKING, STRATEGIC LEARNING AND CROSS-F	Ideathon Expert (responsible for D3.1.4. CLIMATE-NEUTRAL GREENING HUE A. Personnel		€ 625,00	€ 156,25	€ 781,25
Croatian Association of Landscape Architects (CALA	WP: 3. SENSEMAKING, STRATEGIC LEARNING AND CROSS-F	IT & audio-visual equipment (equipment for D3.1.4. CLIMATE-NEUTRAL GRI C2. Equipment		€ 14.000,00	€ 3.500,00	€ 17.500,00
Croatian Association of Landscape Architects (CALA	WP: 3. SENSEMAKING, STRATEGIC LEARNING AND CROSS-F	Miscellaneous/organizational materials needed for D3.1.4. CLIMATE-NEUTR C3. Other goods, works, and services		€ 3.200,00	€ 800,00	€ 4.000,00
Croatian Association of Landscape Architects (CALA	WP: 3. SENSEMAKING, STRATEGIC LEARNING AND CROSS-F	Promotional materials needed for D3.1.4. CLIMATE-NEUTRAL LANDSCAPING C3. Other goods, works, and services		€ 4.000,00	€ 1.000,00	€ 5.000,00
Croatian Association of Landscape Architects (CALA	WP: 3. SENSEMAKING, STRATEGIC LEARNING AND CROSS-F	Technical Assistants (responsible for D3.1.4. CLIMATE-NEUTRAL GREENING A. Personnel		€ 1.280,00	€ 320,00	€ 1.600,00
ODRAZ - Sustainable community development	WP: 2. PROJECT VISIBILITY (IDENTIFYING - ACKNOWLEDGIN	Communication Manager (responsible for all WP2, including the responsibil A. Personnel		€ 26.500,00	€ 6.625,00	€ 33.125,00
ODRAZ - Sustainable community development	WP: 2. PROJECT VISIBILITY (IDENTIFYING - ACKNOWLEDGIN	Costs needed for communication content (all costs needed for D2.2.2. DIGI C3. Other goods, works, and services		€ 4.700,00	€ 1.175,00	€ 5.875,00
ODRAZ - Sustainable community development	WP: 2. PROJECT VISIBILITY (IDENTIFYING - ACKNOWLEDGIN	Event Coordinator (responsible for D2.2.1. PROJECT EVENTS), 24 months, 11 A. Personnel		€ 5.050,00	€ 1.262,50	€ 6.312,50
ODRAZ - Sustainable community development	WP: 2. PROJECT VISIBILITY (IDENTIFYING - ACKNOWLEDGIN	Event Organizing (all goods and services needed for D2.2.1. PROJECT EVENT C3. Other goods, works, and services		€ 17.000,00	€ 4.250,00	€ 21.250,00
ODRAZ - Sustainable community development	WP: 3. SENSEMAKING, STRATEGIC LEARNING AND CROSS-F	Costs for organizing the Hosting Meetings in Zagreb, for the Twin Cities (D.3 C3. Other goods, works, and services		€ 3.000,00	€ 750,00	€ 3.750,00
ODRAZ - Sustainable community development	WP: 3. SENSEMAKING, STRATEGIC LEARNING AND CROSS-F	Costs for organizing the Peer Visits to Twin Cities (D.3.2.1.PEER VISITS TO TV C1. Travel and subsistence		€ 4.000,00	€ 1.000,00	€ 5.000,00
ODRAZ - Sustainable community development	WP: 3. SENSEMAKING, STRATEGIC LEARNING AND CROSS-F	Twining Expert (responsible for A3.2.1. TWINNING LEARNING – VISITING T A. Personnel		€ 9.956,00	€ 2.489,00	€ 12.445,00
Sveuciliste U Zagrebu Agronomski fakultet	WP: 3. SENSEMAKING, STRATEGIC LEARNING AND CROSS-F	Costs for organizing the Peer Visits to Twin Cities (D.3.2.1.PEER VISITS TO TV C1. Travel and subsistence		€ 2.000,00	€ 500,00	€ 2.500,00
Sveuciliste U Zagrebu Agronomski fakultet	WP: 3. SENSEMAKING, STRATEGIC LEARNING AND CROSS-F	Division Coordinator (responsible for A3.1.1. CLIMATE-NEUTRAL GREENING A. Personnel		€ 3.960,00	€ 990,00	€ 4.950,00
Sveuciliste U Zagrebu Agronomski fakultet	WP: 3. SENSEMAKING, STRATEGIC LEARNING AND CROSS-F	Entrepreneurial Discovery Expert (responsible for D3.1.5. CLIMATE-NEUTRA A. Personnel		€ 525,00	€ 131,25	€ 656,25
Sveuciliste U Zagrebu Agronomski fakultet	WP: 3. SENSEMAKING, STRATEGIC LEARNING AND CROSS-F	Event Organizing for the Extensive Training Programme (all cost related to a C3. Other goods, works, and services		€ 8.000,00	€ 2.000,00	€ 10.000,00
Sveuciliste U Zagrebu Agronomski fakultet	WP: 3. SENSEMAKING, STRATEGIC LEARNING AND CROSS-F	Hackathon Expert (responsible for D3.1.5. CLIMATE-NEUTRAL GREENING HU A. Personnel		€ 525,00	€ 131,25	€ 656,25
Sveuciliste U Zagrebu Agronomski fakultet	WP: 3. SENSEMAKING, STRATEGIC LEARNING AND CROSS-F	Innovation Camp Expert (responsible for D3.1.4. CLIMATE-NEUTRAL GREEN A. Personnel		€ 525,00	€ 131,25	€ 656,25
Sveuciliste U Zagrebu Agronomski fakultet	WP: 3. SENSEMAKING, STRATEGIC LEARNING AND CROSS-F	Remuneration for speakers-trainers for D.3.1.2. CLIMATE-NEUTRALITY TRAI C3. Other goods, works, and services		€ 1.600,00	€ 400,00	€ 2.000,00
Sveuciliste U Zagrebu Agronomski fakultet	WP: 4. TRANSFORMING THE INSIGHTS INTO PROGRAMMES	Costs related to disseminating D.4.1.2. CLIMATE-NEUTRAL AND GREEN LAN C3. Other goods, works, and services		€ 1.000,00	€ 250,00	€ 1.250,00
Sveuciliste U Zagrebu Agronomski fakultet	WP: 4. TRANSFORMING THE INSIGHTS INTO PROGRAMMES	GIS Modeling Support (services needed for D.4.1.2. CLIMATE-NEUTRAL AND C3. Other goods, works, and services		€ 3.000,00	€ 750,00	€ 3.750,00
Sveuciliste U Zagrebu Agronomski fakultet	WP: 4. TRANSFORMING THE INSIGHTS INTO PROGRAMMES	GIS Technical Support (services needed for D.4.1.1. CLIMATE-NEUTRALITY S C3. Other goods, works, and services		€ 13.000,00	€ 3.250,00	€ 16.250,00
Sveuciliste U Zagrebu Agronomski fakultet	WP: 4. TRANSFORMING THE INSIGHTS INTO PROGRAMMES	Landscape Modeling Expert (responsible for D.4.1.2. CLIMATE-NEUTRAL AN A. Personnel		€ 2.400,00	€ 600,00	€ 3.000,00
Sveuciliste U Zagrebu Agronomski fakultet	WP: 4. TRANSFORMING THE INSIGHTS INTO PROGRAMMES	Landscape Analyst (responsible for D.4.1.1. CLIMATE-NEUTRALITY SPATIA A. Personnel		€ 5.120,00	€ 1.280,00	€ 6.400,00
Sveuciliste U Zagrebu Agronomski fakultet	WP: 4. TRANSFORMING THE INSIGHTS INTO PROGRAMMES	Methodological Expert (responsible for D.4.1.3. SELECTION METHODOLOGY A. Personnel		€ 1.600,00	€ 400,00	€ 2.000,00
Sveuciliste U Zagrebu Agronomski fakultet	WP: 4. TRANSFORMING THE INSIGHTS INTO PROGRAMMES	Policy Experts (responsible for D.4.2.2. POLICY PROPOSAL FOR THE NATION. A. Personnel		€ 3.200,00	€ 800,00	€ 4.000,00
Sveuciliste U Zagrebu Agronomski fakultet	WP: 4. TRANSFORMING THE INSIGHTS INTO PROGRAMMES	Policy Experts (responsible for D.4.2.1. LOCAL POLICY FOR THE STANDARDIZ A. Personnel		€ 3.200,00	€ 800,00	€ 4.000,00
Sveuciliste U Zagrebu Agronomski fakultet	WP: 4. TRANSFORMING THE INSIGHTS INTO PROGRAMMES	Services needed for D.4.2.1. LOCAL POLICY FOR THE STANDARDIZATION OF C3. Other goods, works, and services		€ 800,00	€ 200,00	€ 1.000,00
Sveuciliste U Zagrebu Agronomski fakultet	WP: 4. TRANSFORMING THE INSIGHTS INTO PROGRAMMES	Services needed for D.4.2.2. POLICY PROPOSAL FOR THE NATIONAL SCALE-L C3. Other goods, works, and services		€ 1.000,00	€ 250,00	€ 1.250,00
Sveuciliste U Zagrebu Agronomski fakultet	WP: 4. TRANSFORMING THE INSIGHTS INTO PROGRAMMES	Tech equipment (IT equipment needed for D.4.1.1. CLIMATE-NEUTRALITY SI C2. Equipment		€ 2.000,00	€ 500,00	€ 2.500,00
Sveuciliste U Zagrebu Agronomski fakultet	WP: 4. TRANSFORMING THE INSIGHTS INTO PROGRAMMES	ToR Expert (responsible for D.4.1.4. TERMS OF REFERENCE FOR CLIMATE-NI A. Personnel		€ 1.600,00	€ 400,00	€ 2.000,00



**Budget summary**

By Organisation, by cost category	Planned	Indirect costs	Total cost\$
City of Zagreb	€ 309.974,00	€ 73.743,50	€ 383.717,50
A. Personnel	€ 68.064,00	€ 17.016,00	€ 85.080,00
C1. Travel and subsistence	€ 1.910,00	€ 477,50	€ 2.387,50
C3. Other goods, works, and services	€ 225.000,00	€ 56.250,00	€ 281.250,00
D. Internally invoiced	€ 15.000,00	€ 0,00	€ 15.000,00
Croatian Association of Landscape Architects	€ 46.805,00	€ 11.701,25	€ 58.506,25
A. Personnel	€ 14.105,00	€ 3.526,25	€ 17.631,25
C1. Travel and subsistence	€ 2.000,00	€ 500,00	€ 2.500,00
C2. Equipment	€ 14.000,00	€ 3.500,00	€ 17.500,00
C3. Other goods, works, and services	€ 16.700,00	€ 4.175,00	€ 20.875,00
ODRAZ - Sustainable community	€ 70.206,00	€ 17.551,50	€ 87.757,50
A. Personnel	€ 41.506,00	€ 10.376,50	€ 51.882,50
C1. Travel and subsistence	€ 4.000,00	€ 1.000,00	€ 5.000,00
C3. Other goods, works, and services	€ 24.700,00	€ 6.175,00	€ 30.875,00
Sveučilište U Zagrebu Agromorski	€ 55.055,00	€ 13.763,75	€ 68.818,75
A. Personnel	€ 22.655,00	€ 5.663,75	€ 28.318,75
C1. Travel and subsistence	€ 2.000,00	€ 500,00	€ 2.500,00
C2. Equipment	€ 2.000,00	€ 500,00	€ 2.500,00
C3. Other goods, works, and services	€ 28.400,00	€ 7.100,00	€ 35.500,00
<b>Suma kořcowa</b>	<b>€ 482.040,00</b>	<b>€ 116.760,00</b>	<b>€ 598.800,00</b>

By Work Package, by cost category	Planned	Indirect costs	Total costs
WP: 1. PROJECT MANAGEMENT AND GOVERNANCE	€ 50.120,00	€ 12.530,00	€ 62.650,00
A. Personnel	€ 35.120,00	€ 8.780,00	€ 43.900,00
C3. Other goods, works, and services	€ 15.000,00	€ 3.750,00	€ 18.750,00
WP: 3. SENSEMAKING, STRATEGIC LEARNING AND COMMUNICATION	€ 127.710,00	€ 28.177,50	€ 155.887,50
A. Personnel	€ 59.500,00	€ 14.875,00	€ 74.375,00
C2. Equipment	€ 14.000,00	€ 3.500,00	€ 17.500,00
C3. Other goods, works, and services	€ 29.300,00	€ 7.325,00	€ 36.625,00
D. Internally invoiced goods and services	€ 15.000,00	€ 0,00	€ 15.000,00
C1. Travel and subsistence	€ 9.910,00	€ 2.477,50	€ 12.387,50
WP: 4. TRANSFORMING THE INSIGHTS INTO POLICY AND ACTION	€ 250.960,00	€ 62.740,00	€ 313.700,00
A. Personnel	€ 20.160,00	€ 5.040,00	€ 25.200,00
C2. Equipment	€ 2.000,00	€ 500,00	€ 2.500,00
C3. Other goods, works, and services	€ 228.800,00	€ 57.200,00	€ 286.000,00
WP: 2. PROJECT VISIBILITY (IDENTIFYING - ACTION PLAN)	€ 53.250,00	€ 13.312,50	€ 66.562,50
A. Personnel	€ 31.550,00	€ 7.887,50	€ 39.437,50
C3. Other goods, works, and services	€ 21.700,00	€ 5.425,00	€ 27.125,00
<b>Suma kořcowa</b>	<b>€ 482.040,00</b>	<b>€ 116.760,00</b>	<b>€ 598.800,00</b>

By Work Package, by Organisation	Suma z Amount Planned	Suma z Indirect costs *(auto-calculated)	Suma z Total cost
WP: 1. PROJECT MANAGEMENT AND GOVERNANCE	€ 50.120,00	€ 12.530,00	€ 62.650,00
City of Zagreb	€ 50.120,00	€ 12.530,00	€ 62.650,00
A. Personnel	€ 35.120,00	€ 8.780,00	€ 43.900,00
C3. Other goods, works, and services	€ 15.000,00	€ 3.750,00	€ 18.750,00
WP: 3. SENSEMAKING, STRATEGIC LEARNING AND COMMUNICATION	€ 127.710,00	€ 28.177,50	€ 155.887,50
City of Zagreb	€ 46.814,00	€ 7.953,50	€ 54.767,50
A. Personnel	€ 29.904,00	€ 7.476,00	€ 37.380,00
C1. Travel and subsistence	€ 1.910,00	€ 477,50	€ 2.387,50
D. Internally invoiced goods and services	€ 15.000,00	€ 0,00	€ 15.000,00
Croatian Association of Landscape Architects	€ 46.805,00	€ 11.701,25	€ 58.506,25
A. Personnel	€ 14.105,00	€ 3.526,25	€ 17.631,25
C1. Travel and subsistence	€ 2.000,00	€ 500,00	€ 2.500,00
C2. Equipment	€ 14.000,00	€ 3.500,00	€ 17.500,00
C3. Other goods, works, and services	€ 16.700,00	€ 4.175,00	€ 20.875,00
ODRAZ - Sustainable community	€ 16.956,00	€ 4.239,00	€ 21.195,00
A. Personnel	€ 9.956,00	€ 2.489,00	€ 12.445,00
C1. Travel and subsistence	€ 4.000,00	€ 1.000,00	€ 5.000,00
C3. Other goods, works, and services	€ 3.000,00	€ 750,00	€ 3.750,00
Sveučilište U Zagrebu Agronomski	€ 17.135,00	€ 4.283,75	€ 21.418,75
A. Personnel	€ 5.535,00	€ 1.383,75	€ 6.918,75
C1. Travel and subsistence	€ 2.000,00	€ 500,00	€ 2.500,00
C3. Other goods, works, and services	€ 9.600,00	€ 2.400,00	€ 12.000,00
WP: 4. TRANSFORMING THE INSIGHTS INTO POLICY AND ACTION	€ 250.960,00	€ 62.740,00	€ 313.700,00
City of Zagreb	€ 213.040,00	€ 53.260,00	€ 266.300,00
A. Personnel	€ 3.040,00	€ 760,00	€ 3.800,00
C3. Other goods, works, and services	€ 210.000,00	€ 52.500,00	€ 262.500,00
Sveučilište U Zagrebu Agronomski	€ 37.920,00	€ 9.480,00	€ 47.400,00
A. Personnel	€ 17.120,00	€ 4.280,00	€ 21.400,00
C2. Equipment	€ 2.000,00	€ 500,00	€ 2.500,00
C3. Other goods, works, and services	€ 18.800,00	€ 4.700,00	€ 23.500,00
WP: 2. PROJECT VISIBILITY (IDENTIFYING - ACTION PLAN)	€ 53.250,00	€ 13.312,50	€ 66.562,50
ODRAZ - Sustainable community	€ 53.250,00	€ 13.312,50	€ 66.562,50
A. Personnel	€ 31.550,00	€ 7.887,50	€ 39.437,50
C3. Other goods, works, and services	€ 21.700,00	€ 5.425,00	€ 27.125,00
<b>Suma kořcowa</b>	<b>€ 482.040,00</b>	<b>€ 116.760,00</b>	<b>€ 598.800,00</b>

## ANNEX 2

### Reporting obligations and audited financial statements.

#### 1. Obligation to submit reports.

The Lead Beneficiary must submit to EIT Climate-KIC the interim and final technical and financial reports. 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 consortium of partners listed in Annex 1.

#### 2. Reporting periods

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

- RP1: from Month 1 to month 12.
- RP2: from month 13 to month 24.

#### 3. Interim reports

The Lead Beneficiary must submit an interim report within 60 days following the end of the first reporting period (RP1).

The interim report must include the following:

##### A. an 'interim technical report' containing:

(i) a description of the work carried out by the Lead Beneficiary and consortium partners 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. an 'interim financial report' containing:

(i) an 'individual financial statement' for the reporting period 1.

The individual financial statement must detail the eligible costs for each budget category. The Lead Beneficiary 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 financial statement will not be considered by EIT Climate-KIC.

If a financial statement is not submitted for the first reporting period, it may be included in the final financial report.

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

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

(iii) an 'interim summary financial statement' consolidating the individual financial statements for the reporting period of the consortium partners.

#### **4. Final reports**

In addition to the interim report submitted for RP1, the Lead Beneficiary must submit the final report within 60 days following the end of the last reporting period, RP2.

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 consortium partners 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

(ii) a 'certificate on the financial statements' (CFS)<sup>1</sup> 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.

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<sup>1</sup> Templates can be consulted on the EC Funding & tender opportunities portal: [Reference Documents \(europa.eu\)](#)

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.

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

For the last reporting period: all the receipts should have been declared and paid.

## **5. Currency for financial statements**

Financial statements must be submitted in euro.

The Lead Beneficiary with accounting established in a currency other than the euro must convert the costs recorded in their accounts into euro, at the average of the daily exchange rates published in the C series of the Official Journal of the European Union, calculated over the corresponding reporting period.

If no daily euro exchange rate is published in the Official Journal of the European Union for the currency in question, they must be converted at the average of the [monthly accounting rates published on the Commission's website](#), calculated over the corresponding reporting period.

The Lead Beneficiary and linked third parties with accounting established in euro must convert costs incurred in another currency into euro according to their usual accounting practices.

## **6. Language of reports**

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

## **7. Bank account.**

Payments will be sent to the bank account in Attachment. Subgrantee must contact the Pilot Cities Programme with any changes to bank information in order to ensure accurate payments.

## ANNEX 3

### Cost Eligibility<sup>2</sup>

#### **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 Beneficiary and the consortium partners;
- (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 consortium partner accounts in accordance with the accounting standards applicable in the country where the Lead Beneficiary and the consortium partners 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
- the number of units must be identifiable and verifiable, in particular supported by records and documentation);

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<sup>2</sup> Eligibility of costs guidelines are provided in article 6 of the [Horizon Europe Model Annotated Grant Agreement](#).

### **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 – no subject to indirect cost.

C. Purchase Costs

C.1 Travel and subsistence

C.2 Equipment

C.3 Other goods, works and services (e.g. consumables, dissemination, audit costs)

D. Other cost categories (internally invoices goods & services) – no subject to indirect cost.

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.



**ATTACHMENT**

**Bank account details for payment.**



## Financial details Questionnaire

### Instructions

1. Please complete **all** items in the below table.
2. Please **also attach a Proof of Bank Details**, an official not-typed document, from the bank:
3. Accepted documents include one of the following:
  - Proof of IBAN with BIC code.
  - PDF or picture of supplier's bank statement, clearly showing the bank details.
  - Screenshot from the bank account online app/website.



ORGANISATION DETAILS	
Name of the City in English	CITY OF ZAGREB
Description of Goods/Services to be Provided	<b>Pilot city selected under cohort 2 FSA/FSTP under SGA1 NZC 101121530</b>
VAT if applicable	HR61817894937
Currency Code	EUR
Head Office Street Address	Trg Stjepana Radića 1
Head Office Town or City	Zagreb
Head Office Post or Zip Code	10000
Head Country	Croatia
Telephone	+38516585050
Email Address	ines.franovbeokovic@zagreb.hr; kabinet@zagreb.hr
BANK DETAILS	
Name on Account (exactly as shown on bank statement)	GRAD ZAGREB
Bank Account Number	HR8823600001000000013
IBAN No	HR3423600001813300007
Swift Code/BIC	ZABHR2X
Name of Bank (e.g., HSBC, ING)	Zagrebačka banka d.d.
Bank Street Address	Trg bana Josipa Jelačića 10
Bank Town or City	Zagreb
Bank Post or Zip Code	10000
Bank Country	Croatia
Signature	<i>Ines Franov Beoković</i>



POSLOVNI CENTAR VELIKI KLIJENTI  
SAMOBORSKA CESTA 145/2 (J4)  
10000 ZAGREB

GRAD ZAGREB  
TRG STJEPANA RADIĆA 1  
10000 ZAGREB

ZAGREB, 06.02.2024.

## Potvrda o transakcijskom računu

Poštovani,

nastavno na Vaš zahtjev od 06.02.2024., ovime potvrđujemo da poslovni subjekt **GRAD ZAGREB, TRG STJEPANA RADIĆA 1, ZAGREB, OIB 61817894937** u Zagrebačkoj banci d.d. ima otvoren multivalutni transakcijski račun broj

**HR3423600001813300007**

Namjena računa: račun proračuna

Datum otvaranja računa: 29.03.2002.

BIC/SWIFT oznaka Zagrebačke banke je ZBAHR2X.

S poštovanjem,

BRIGITA JENKAČ

POSLOVNA ADMINISTRATORICA