Ethnographic Study Results

Deliverable 2.1

Authors:
Domen Bančič & Gregor Cerinšek, **IRI UL** (SI)

Contributors:
Catherine Premat & Laurence Monnet, **AURA-EE** (FR)
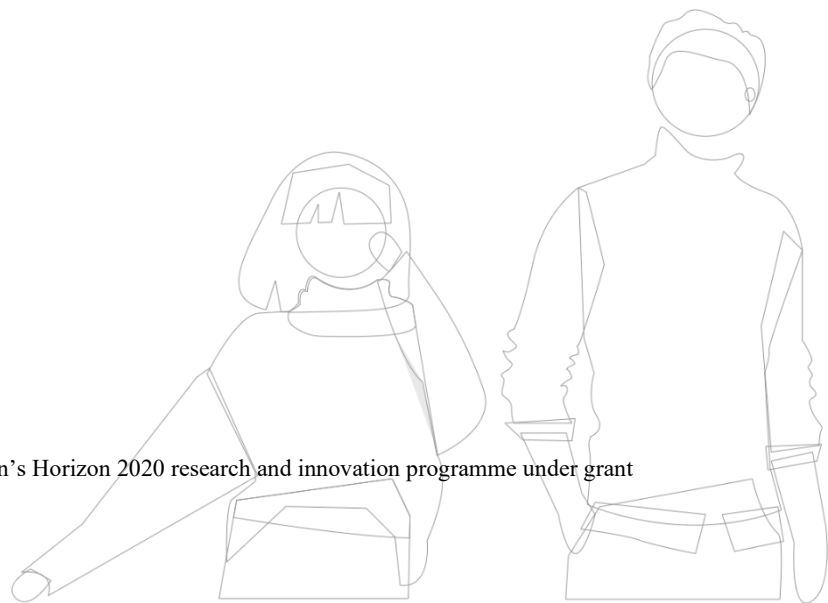Christiane Egger & Megan Gignac, **ESV** (AT)
Isabella Katsimenis, **EKNorr** (SE)
Vlasta Krmelj & Branka Mirt, **ENERGAP** (SI)
Margarita Puente & Francisco Puente, **ESCAN** (ES)
Miljenko Sedlar, **REGEA** (HR)
Darren Barry & Seamus Hoyne, **TUS** (IE)

remarkable.
climate leaders

Disclaimer

The sole responsibility for the content of this report lies with the authors. It does not necessarily reflect the opinion of the European Union. Neither the European Climate, Infrastructure and Environment Executive Agency (CINEA) nor the European Commission is responsible for any use that may be made of the information contained therein.

Copyright notice

Document status

Grant number 101024972		REMARKABLE
Full title	REMARKABLE- Climate Leaders Achieving 2050 ClimateNeutrality	
Topic	LC-SC3-EC-5-2020 Supporting public authorities in driving the energy transition	
Start Date	1st September 2021	
End Date	31st August 2024 (M36)	
Duration	36 months	
Project website	https://climateleaders.eu/	
Project Coordinator	Technological University of the Shannon: Midlands, Midwest (TUS)	

Deliverable	D2.1 Ethnographic Study Results
Work Package	2
WP Leader	IRI UL
Lead partner for deliverable	IRI UL
Due Date	30th of June 2022 (M10)
Responsible Author	IRI UL
Reviewers	TUS, REGEA, ESV, EKN (WP leaders)

Document history

Date	Version	Person/Partner	Comments (1st draft, revision, ready for internal review…)
13. 6. 2022	0.1	IRI UL	1st draft review internal review & update
21. 6. 2022	0.2	REMARKABLE WP leaders	2nd draft internal review.
4. 7. 2022	1.0	IRI UL	Deliverable finalized by the lead partner.

Preface

REMARKABLE will support local leaders to deliver a step-change in progress towards carbon neutrality by 2050 in 7 regions across Europe. REMARKABLE will establish, by 2024, a network of 320 Current and Emerging Climate Leaders who, through their actions and inspiration, will drive their municipalities, public authorities, communities and regions to transform their approaches from ones focused on energy efficiency/renewables to ones focused on the strategic goal of climate neutrality by 2050.

REMARKABLE will build new leadership capacity in 120 actors from 7 countries in Europe through a Climate Leadership Programme (CLP). The CLP will be inspired by ethnographic research and will be designed with and for leaders across public authorities. The REMARKABLE CLP will also facilitate the creation of 60 Roadmaps for public authorities aiming at Climate Neutrality by 2050. These Roadmaps will allow our Climate Leaders to translate strategic aspirations and policy ambitions into concrete and disruptive far-reaching measures stimulating €300m investment by 2030. A Climate and Energy Check Tool will be developed and tested along with a Climate Neutrality Roadmap Guide.

The 7 Regional Energy Agencies involved in REMARKABLE will develop 14 new services to expand their roles as change agents in the Clean Energy Transition and Climate Neutrality challenges. Climate Neutrality Training, Climate One Stop Shops, Financing Solutions are targeted as potential services. REMARKABLE will exploit its outcomes and results through the creation of an EU Climate Leaders Circle, reaching up to 320 members by 2024 including 30 from 7 Observer Regions/Countries. An innovative Climate Neutrality Challenge will be organised for Young Climate Leaders. The REMARKABLE Circle will create synergies with existing networks and initiatives to support and enhance their impacts with the ambition of mobilising 10,000 stakeholders by 2030 (2,000 by 2024).

Project partners

No	Partner	Short Name	Country Code
1	Technological University of the Shannon: Midlands and Midwest	TUS	IE
2	Regionalna Energetska Agencija Sjeverozapadne Hrvatske	REGEA	SI
3	Energiesparverband Oberosterreich	ESV	AT
4	Inovacijsko-razvojni institut Univerze v Ljubljani	IRI UL	SI
5	Auvergne-Rhone-Alpes Energie Environnement	AURA-EE	FR
6	Energikontor Norr Ab	EKNorr	SE
7	Tipperary Energy Agency Limited	TEA	IE
8	Escan Sl	ESCAN	ES
9	Energetska Agencija Za Podravje Zavod Za Trajnostno Rabo Energije	ENERGAP	SI
10	Federation Europeenne Des Agences Et Des Regions Pour L'energie Et L'environnement	FEDARENE	BE

Glossary of terms and acronyms

Term	Acronym	Explanation
Climate Leaders		Climate Leaders are individuals in position to drive their municipalities, public authorities, and communities to meet the EU Climate Neutrality goals by 2050 or earlier. Most importantly, Climate Leaders are individuals characterized by their actions and inspiration. They are focused not simply on energy efficiency and renewables, but rather on strategic goals and actions in the fields of the energy transition that lead to local-level climate neutrality much earlier than 2050. By doing so, Climate Leaders showcase an outstanding level of competency and skill in the areas of local leadership and innovation.
Climate Leadership Programme	CLP	An innovative and unique training programme designed to support local (municipal) Climate Leaders in their efforts to realise ambitious Climate Neutrality goals. It involves both training and co-creation activities, produced and facilitated by REMARKABLE support team, and is designed to

| | | increase the skills and capacities of existing and emerging Climate Leaders.

The central issue CLP aims to address it the lack of identifiable Climate Leaders at a municipality level. The programme is intended to enable a widespread robust response to this issue across the EU. It also represents the first concrete step towards implementation of Climate Neutrality actions supported by REMARKABLE project team and driven by the work of CLP participants. |
|---|---|---|
| Climate Neutrality | CN | The EU's conception of Climate Neutrality is defined contextually, as an ambition to transform the EU into an economy with net-zero greenhouse gas emissions by 2050 or earlier.

This objective is at the heart of the European Green Deal and in line with t he EU's commitment to global climate action under the Paris Agreement. All parts of society and economic sectors will play a role– from the power sector to industry, mobility, buildings, agriculture and forestry. The EU can lead the way by investing into realistic technological solutions, empowering citizens and aligning action in key areas such as industrial policy, finance and research, while ensuring social fairness for a just transition. |
| Climate Neutrality Goals | | Climate Neutrality Goals are specific, measurable, achievable, relevant and time -bound goals that lead towards Climate Neutrality by 2050 or earlier. Examples of such goals include:

Gas emissions reduction target: EU-wide, economy-wide greenhouse gas emissions reduction target by 20 50 compared to 1990 of at least 55% including emissions and removals. Individual member states already set even more ambitious targets (e. g. Sweden net-zero emissions by 2045).

Energy efficiency target: Buildings and power generation can make the largest and most cost - efficient emissions reductions, in the order of 60% and more compared to 2015, perused by initiatives, such as the EU Green Deal, and Renovation Wave. |

		Sustainable mobility target: To achieve climate neutrality, a 90% reduction in overall transport emissions by 2050 compared to 1990 levels will be one main objective of the forthcoming Sustainable and Smart Mobility Strategy while addressing recovery of the sector.
Climate Neutrality Roadmap	CNR	A somewhat detailed and practice-oriented step-by-step guide to implementation of ambitious and specific climate neutrality goals. Among other things, CNRs identify policies, stakeholders, actions, resources and other potential leverages needed to work towards real impact on theground, and to pave way for the visionary change shared between the Climate Leaders and REMARKABLE support team. Both the CNRs the goals they pursue are a result of collaboration between the local Climate Leaders (principally CLP participants) and the producer and provider of REMARKABLE CLP, CNR and CNSS services. In context of REMARKABLE project duration, development CNR concept, including production and testing of its prototypes, is part of WP4 activities.
Climate Neutrality Services and Solutions	CNSS	Services and solutions designed to support Climate Leaders on their quest to both develop and realise climate neutrality ambitions, specifically those targeted in CNRs. The CNSS cover aspects such as organisation, policy, finances, technical aspects, and are powered by Energy Agencies participating in REMARKABLE or other actors exploiting the project's outcomes. CNSS will complement and fill the gaps in existing markets of climate neutrality services and solutions. In course of REMARKABLE project, development and testing of CNSS will be done as part of WP5 activities.
REMARKABLE Leaders Circle		A community of Climate Leaders fostered by REMARKABLE project in which contacts and relations established through project activities are maintained well beyond the project's end.

		By the end of the project, the community shall include a minimum of 320 existing and emerging Climate Leaders (120 CLP participants and 200 additional leaders). The community's platform will consist of a cluster of digital communication tools (a website, a LinkedIn group, a Twitter account) as well as occasional events (e. g. periodic videoconferences) and national or regional physical hubs. Establishing the REMARKABLE Leaders Circle is part of WP7.

remarkable
climate leaders

Table of contents

9

Table of Figures

Executive summary

This deliverable presents results of a qualitative (ethnographic) research conducted in REMARKABLE project in context of Tasks 2.1, 2.2 and 2.3. Researchers identified and engaged with current and emerging Climate Leaders across the EU to define their needs regarding leadership-related work on Climate Neutrality goals. Within the scope of the project, this deliverable supports the development of REMARKABLE Climate Leadership Programme, Climate Neutrality Roadmaps, and Climate Neutrality Services and Solutions – all innovative and unique contents and services which are being developed within REMARKABLE to support local (municipal) Climate Leaders in their efforts to realise ambitious Climate Neutrality goals. Given the broad sample of leaders engaged in the research, the outcomes of the research also have value beyond the project's scope, enabling readers to have a better understanding of characteristics, behaviours, and expertise of Climate Leaders across the EU. This enables one to identify needs Climate Leaders have on their pathways towards local and regional-level Climate Neutrality by 2050 or earlier. It also helps one to define the leaders' expectations and engagement required by various agents and institutions (including but not exclusively REMARKABLE partners) that should or could support Climate Leaders on their way to the realisation of those goals. The introduction presents basic information regarding the research scope and methods, as well as the structure of the deliverable. Research outcomes presented in this deliverable are clustered in seven individual sections corresponding to the REMARKABLE partner countries – Austria, Croatia, France, Ireland, Slovenia, Spain and Sweden, each reflecting the specific regional contexts in which listed insights were produced.

11

1 INTRODUCTION

Results of REMARKABLE WP2 research presented in t his deliverable supports development of solutions in WPs 3, 6 and 5 – the Climate Leadership Programme, Climate Neutrality Roadmaps, and Climate Neutrality Services (see *Figure1*). These are unique contents and services developed within REM ARKABLE to support local (municipal) Climate Leaders in their efforts to realise ambitious Climate Neutrality goals.

- **Climate Leadership Programme (CLP)** – An innovative and unique training programme designed to support local (municipal) Climate Leaders in their efforts to realise ambitious Climate Neutrality goals. It involves both training and co-creation activities, produced and facilitated by REMARKABLE support team, and is designed to increase the skills and capacities of existing and emerging Climate Leaders.
- **Climate Neutrality Roadmaps (CNR)** – A somewhat detailed and practice-oriented step-by-step guides to implementation of ambitious and specific climate neutrality goals. Among other things, CNRs identify policies, stakeholders, actions, resources and other potential leverages needed to work towards real impact on the ground, and to pave way for the visionary change shared between the Climate Leaders and REMARKABLE support team.
- **Climate Neutrality Services and Solutions (CNSS)** – Services and solutions designed to support Climate Leaders on their quest to both develop and realise climate neutrality ambitions, specifically those targeted in CNRs. The CNSS cover aspects such as organisation, policy, finances, technical aspects, and are powered by Energy Agencies participating in REMARKABLE or other actors exploiting the project's outcomes.
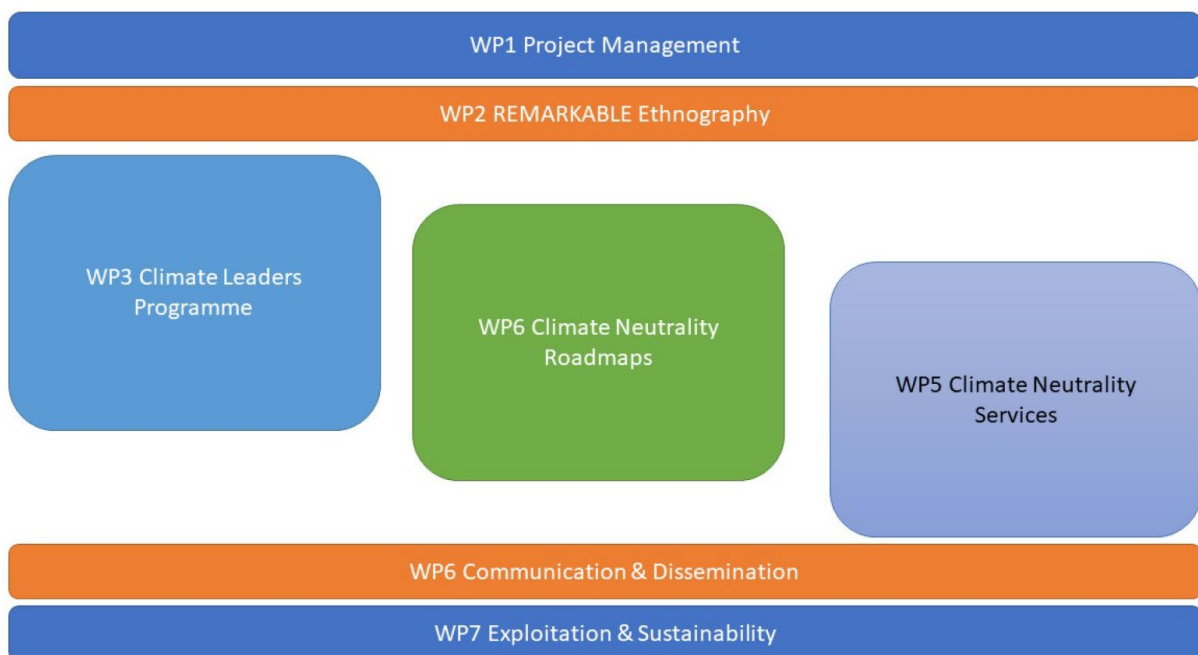

Figure1: Remarkable perth chart.

1.0 The REMARKABLE ethnography

The key aim of REMARKABLE ethnography, inspired qualitative research, conducted in WP2, was to produce recommendations that inform development of effective project solutions. Importantly , the research was intentionally designed to engage the existing

and emerging Climate Leaders in a co-creative process, and search for optimal solutions together with the Leaders as our research collaborators through a partially co-creative process.

Each participating region therefore conducted a range of research activities (including interviews, field-visits, and a co-creation workshop/ focus group) to understand and address the actual challenges and needs from the 'emic' perspective – an interpretative research perspective commonly used in anthropology, consciously seeking to observe and understand the world 'through the eyes' of the research participants. Tailored methods and tools for conducting the REMARKABLE ethnographic research were provided by IRI UL, the WP2 leaders, including the complementing training, support and analysis of the outcomes.

Researchers conducting these activities analysed and interpreted the gathered qualitative data and information against their personal experience of the field (interviews and field visits; See section 1.2 – Scope of research in WP2) to produce recommendations for development of REMARKABLE project. They also validated (through a focus group activity) their interpretations with the engaged research participants to ensure their conclusions are correct, and to consolidate the sense of ownership over the outcomes with the engaged leaders, which again demonstrated that the engaged Climate Leaders are not considered simply as a source of knowledge but are effectively seen as key project collaborators.

1.0.1 Ethnography

Ethnography is most commonly referred to as a set of qualitative research methodologies. Typically, these include participant observation, semi-structured interviews, and focus groups. The ethnographic research process enables researchers to gather, cluster, reflect on, and interpret **qualitative data**, which they gather and experience through their engagements in "the field," which means through first-hand experience, observation, and engagement with places, phenomena, and people. Through ethnography, researchers try to go *beyond* learning about the ways of being and doing second-hand, from their research participants, and try to understand and interpret gathered data and information through their personal experience of immersion in cultural and social phenomena which they are studying. Ethnography typically also implies building relationships through shared experience with the research participants and members of the extended community in which they are active.

1.0.2 People-Centred Development

In REMARKABLE, ethnography is an integral part of the ongoing People-Centred Development approach to research and innovation (see *Figure 2*). This approach puts people in the centre of REMARKABLE's mission, and requires the consortium members to continuously work with people to reflect on activities and outcomes from the very beginning to the very end of the project. In such way, not only are the outcomes of the project going to be best tailored to the participant's needs, but they can also be expected to have a better impact and rate of success as the sense of ownership of the results is shared between the researchers and the research participants.

WP2: Remarkable Ethnography

TASK 2.1:
IDENTIFICATION
Engaging Remarkable Leaders

TASK 2.2:
ANALYSIS
Ethnographic Field Research

TASK 2.3:
INTERPRETATION
Informing Programme Design

TASK 2.4:
TESTING
Why does it matter to people?

improvements

WP3: Programme development
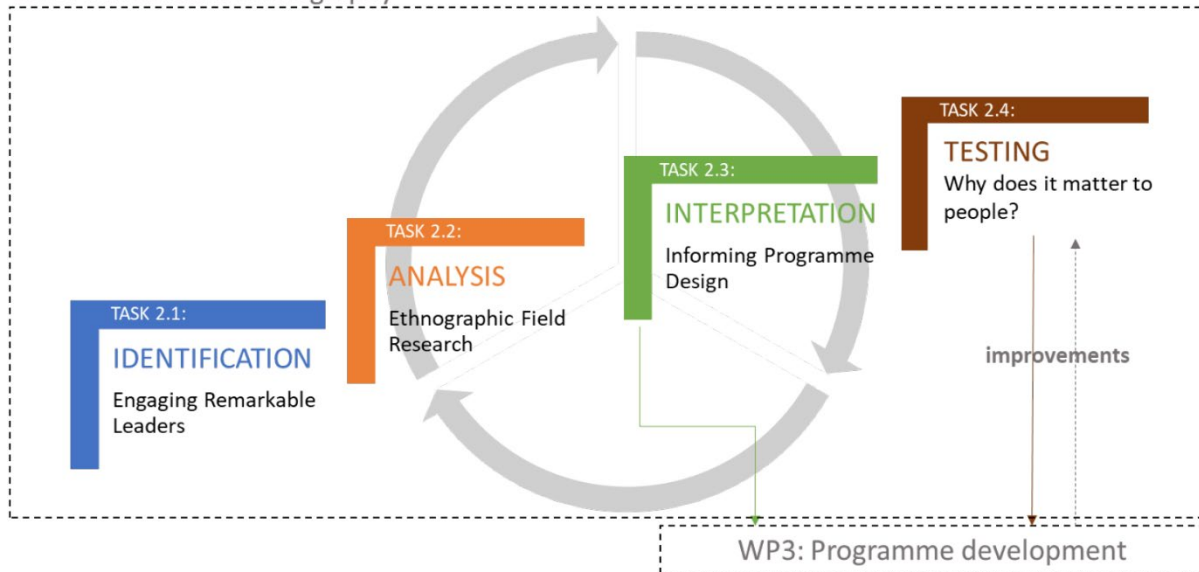
Figure2: PCD approach in REMARKABLE.

1.1 Scope of research in WP2

In REMARKABLE WP2, and particularly in context of Tasks 2.2 and 2.3, representatives of the seven REMARKABLE participating regions (Austria, Croatia, France, Ireland, Slovenia, Spain and Sweden; see *Figure3*) carried out ethnography-inspired qualitative research. This involved engaging with key stakeholders (existing and emerging Climate Leaders) in a series of activities:

- Semi-structured interviews (at least 4 per country),
- Participant-observation activities (at least 1 per country), and
- Co-creation workshops/ focus groups (1 per country).
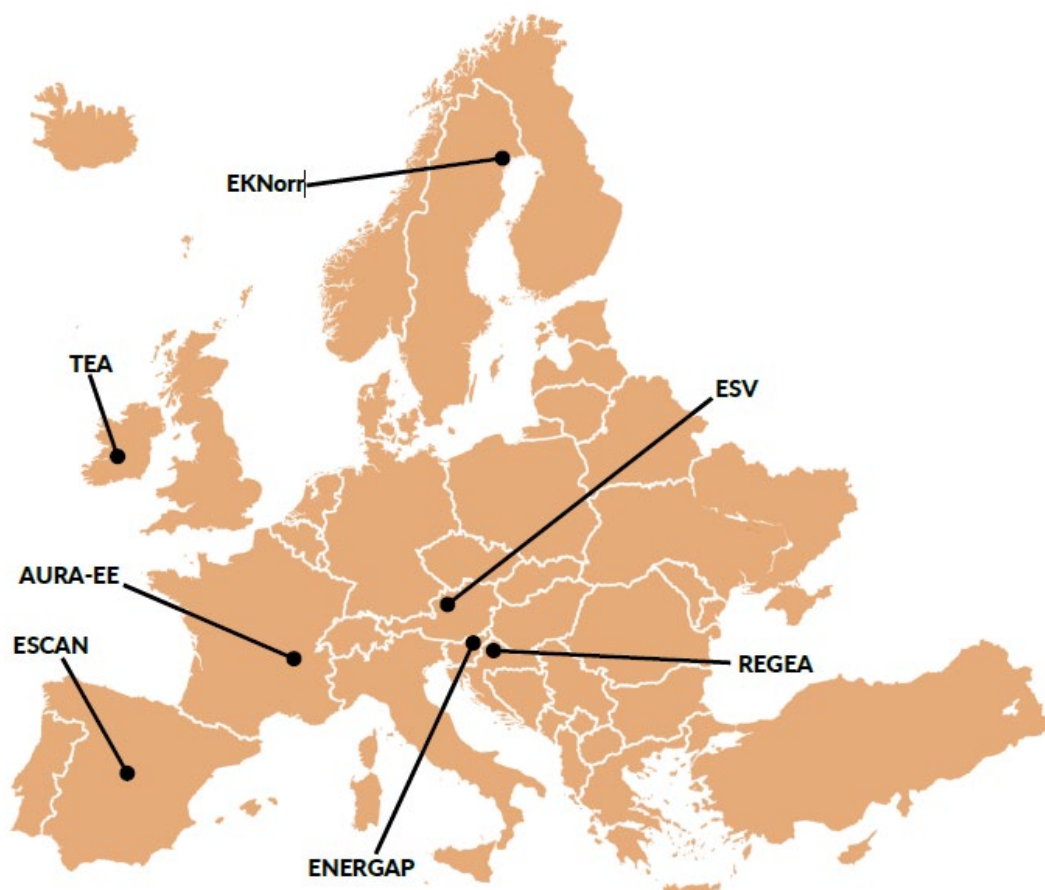
Figure3: Map of REMARKABLE regions with representative Energy Agencies.

Research was customised to suit the contexts in which it took place, taking into account the availability and access to stakeholders, as well as the specific needs and expectations of key stakeholders involved in the research. Whenever possible , research activities we re integrated with parallel project activities. IRI UL provided expert guidance and support for partners in form of guidelines on ethnographic methods (a handbook) and training (a workshop), as well as contribute d to the more extensive ethnographic study in Slovenia to support and guide the implementation of WP2 tasks in other countries.

The timeline indicates connections between WP2 tasks (see *Figure4*). The outcomes of REMARKABLE qualitative research in WP2 are presented in two deliverables:

- **D2.1 – Ethnographic study results** → This deliverable – a bundle of ethnographic insights and recommendations from all of the REMARKABLE partner countries. Recommendations listed in this deliverable were produced by the project ethnographers in the 1st phase of the research, and then refined and validated in the 2nd phase to consolidate the quality and relevance of the outcomes produced through an interpretative ethnography-inspired research process.
- **D2.2 – CLP design guidelines and recommendations** → A synthesis (analysis and interpretation) of insights from D2.1, focused specifically on development of the REMARKABLE Climate Leadership Programme.

	M1 Sep	M2 Okt	M3 Nov	M4 Dec	M5 Jan	M6 Feb	M7 Mar	M8 Apr	M9 May	M10 Jun	M11+ Jul
T2.1											
T2.2			Learn & Plan Contact L'ders Execute interviews Collect, analyse & interpret information								
T2.3							Plan & organize the co-creation w'shop				
T2.4									Execute the w'shop		→ M36 →

Make a preliminary list of Leaders

Review the list of identified leaders

Start establishing contacts with Emerging leaders, also via Existing-Leaders' networks.

Updated D2.1 (based on the stakeholder w'shop)

Fast track to Ethnography workshop (M2)

D2.1 Ethnographic study results (End of 1st round of analysis and interpretation)

The list of engaged (and reserve) local leaders finalized.

D2.2 CLP design guidelines and recommendations (End of 2nd round of analysis and interpretation)

Figure4: Remarkable WP2 timeline.

These deliverables feed into corresponding activities and deliverables in other project WPs (see *Figure 5*). Significantly, t he application of recommendations generated through REMARKABLE qualitative research will differ notably between each of the partners regions, reflecting local needs, policy environments and participation from the network of Climate Leaders identified engaged in course of WP2 activities.This is also due to a range of local and regional complexities, ambiguities, and uncertainties own to each locality and region within and beyond the REMARKABLE project.

Figure5: REMARKABLE stages, WPs and Tasks.

1.2 Structure of t he report

The report is a bundle of recommendations , notes and observations, which are the outcome of REMARKABLE WP2 research activities described above. The collected insights are clustered by countries participating in the REMARKABLE project. Each country has a dedicated sub -chapter that starts with a **table containing basic**

information (see *Figure 6*) regarding the research conducted in the country and **a short description of the research work** done in the country. The introductory part is then followed by **four different categories of recommendations and notes**:
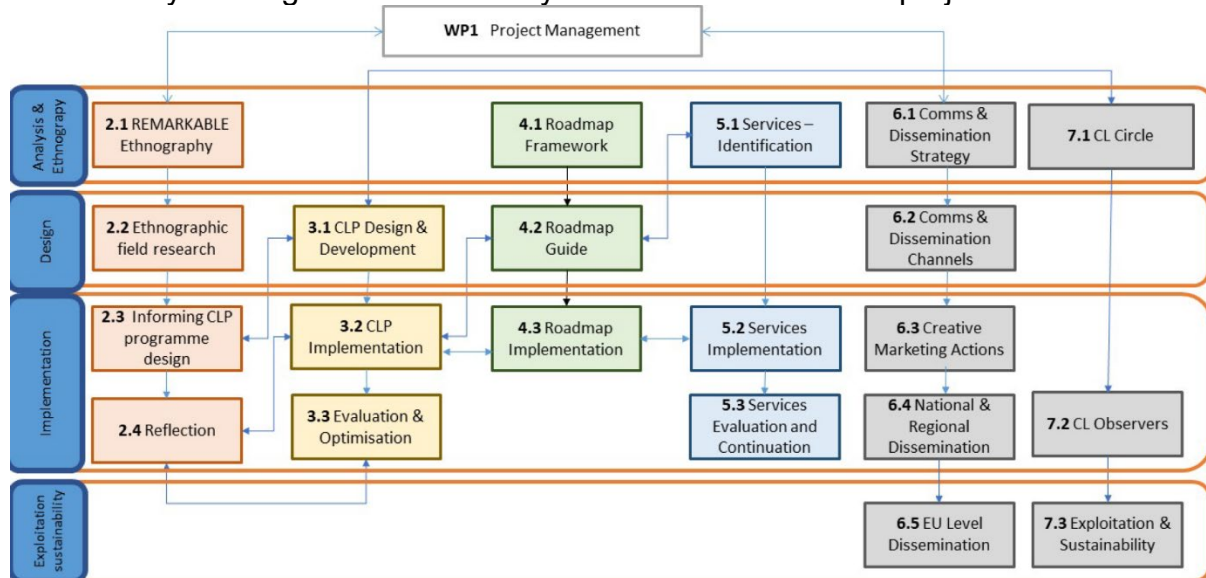
- Recommendations for development of REMARKABLE Climate Leadership Programme,
- Recommendations for development of REMARKABLE Climate Neutrality Roadmaps,
- Recommendations for development of REMARKABLE Climate Neutrality Services and Solutions, and
- Other uncategorised notes and comments.

Each list is divided into **two columns.** The left column contains short and condensed recommendations or comments related to the specific category in which it is listed. The right column contains contextualizations (including ethnographic evidence, such as quotations, illustrations and other pieces of information) that complement the recommendations in the left column, indicating the reasoning on which they are based.

Figure 6: Presentation of WP2 outcomes (structure of subchapters)

2 ETHNOGRAPHIC STUDY RESULTS

2.0 Research overview

Original plan for the research outlined in the REMARKABLE project GA predicted each partner country to perform 3 ethnographic research days. In the research outline prepared by IRI UL, the research days were framed as:

- **DAY 1** Semi-structured interviews (at least 4 per country),
- **DAY 2** Participant-observation activities (at least 1 per country), and
- **DAY 3** Co-creation workshops/ focus groups (1 per country).

The original plan also supposed 5 extra days or research to be conducted by IRI UL as the leader of WP 2 and also the lead support in the field of ethnographic research. In total, **the original research predicts 26 days of ethnographic research.**

In practice, all partners have done more than the minimal amount of work expected, and **more than double the amount of research has been done**, with **55,25** research days in total. The table below indicates the success of the ethnographic research in numbers while the following chapters outline the rich qualitative outcomes of the research.

Partner	Inter-views	Focus groups	Field visits	Fieldwork characterisation
(AT) ESV	11	1	11	Identification of mayors and municipalities who are already particularly active in the energy transition. Selection of 11 current and emerging leaders (mayors). In-person interview and field visit to each municipality, typically with the mayor, head of municipal administration and 1-2 members of the local council. These visits allowed for in-depth discussion and gaining clear insight on the work in the municipality and aspects such as their municipal identity, needs, interests, activities, current communication channels, etc. Each municipality was presented with the results of their Energy and Climate Balance, which offered a basis for discussing potential focus topics for their CN Roadmap. A focus group (co-creation workshop) took place in person with all 11 leader municipalities (27 participants). Together, they undertook first steps for Roadmap development and identified first actions for the coming months.
(ES) ESCAN	20	1	2	Face to face and on-line interviews to current and emerging leaders of municipalities, energy agencies and one regional energy agency mainly for inviting them to be involved in the project and/or asses for questionnaire implementation; visits to sites where climate leaders work and observation days invitation and performing questionnaire to identify priorities for CLP; organization of a focus group event with participation of 14 leaders in Valladolid for CLP.

18

(FR) AURAEE	7	1	2	On-line interviews with current leaders coming from municipalities and civil society. 2 field visits with elected representatives. The focus group was organised in our office with the participation of our 7 leaders and of the national energy agency (ADEME) involved in the project. Creation of a WhatsApp group to exchange experiences, resources, events... and to maintain the group dynamic.
(HR) REGEA	6	1	5	Combination of face to face meeting and online interviews with leaders of cities, municipalities, development agencies, NGOs, and other institutions related to local and regional governance. Focus group was organized virtually. Field visits were organized on the spot in different cities and municipalities with a wider stakeholder's participation to show the importance of the ctions and the necessity to engage wider community.
(IE) TUS	5	1	2	In-person and On-line interviews with current leaders in the areas of Senior Management of Local Authorities, Elected Officials, And Community Organisers. Focus Groups involved Community development officers, Members of energy agencies, public participatio n networks and local authorities. The focus group was undertaken in person and created real synergies within these networks. Observation sessions were undertaken in a climate action training and development programme that involved elected officials and sen ior management from Local Authorities.
(SE) EKNorr	4	1	2	Face to face meetings with 3 majors in different municipalities and 1 regional development manager for county of Norrbotten. Field visits in 2 municipalities, one as a guided tour and second as storytelling. The 4 leaders met in person with staff from EKNorr at the focus group. We discussed CLP, CNR and notions amongst other things.
(SI) ENERGAP	4	1	3	Face to face interviews with current leaders of municipalities. Field visits to municipalities and implementation of observation activities. Organization of focus group held during regional event – participation of 10 leaders (current and emerging).
(SI) IRI UL	4	0	6	Visits to the offices of a municipality, a regional development agency, and a cluster of environmental NGO's – sites where climate leaders work, or otherwise, where climate leadership is generated through everyday administrative and organizational practices. Participation in regular meetings of two different regional development agencies. Participation in a preparatory meeting for a local level public event organized by a cluster of existing and

	Inter-views	Focus groups	Field visits	Total Ethnography research days
				future climate leaders on the topic of energy efficiency in buildings and building renovations.
REMARKABLE total s (all partners)	61	7	33	55,25

Totals (per country)	AT	ES	FR	HR	IE	SE	SI
Interviews	11	20	7	6	5	4	8
Focus groups	1	1	1	1	1	1	1
Field visits	11	2	2	5	2	2	9
Ethnography research (days)	14,75	8	4,75	7,5	4,25	4	12

2.1 Upper Austria

Institution	ESV- https://www.energiesparverband.at/
Researchers	Christiane Egger, Christine Öhlinger, Anja Gahleitner & Megan Gignac
No. of interviews	11
No. of focus groups	1
No. of field visits	11

The Austrian partners identified mayors and municipalities who are already particularly active in the energy transition. 11 current and emerging leaders (mayors)   have been selected to engage in in-person interview . Field visit s were done in each of the   municipalities, typically involving the mayor, head of municipal administration and 1 -2 members of the local council. These visits allowed for in -depth discussion and gaining clear insight on the work in the municipality and aspects such as their municipal identity, needs, interests, activi ties, current communication channels, etc. Each municipality was presented with the results of their Energy and Climate Balance, which offered a basis for discussing potential focus topics for their CN Roadmap. A focus group (co -creation workshop) took pla ce in person with all 11 leader municipalities (27 participants). Together, they undertook first steps for Roadmap development and identified first actions for the coming months.

2.1.1 Climate Leadership Programme

Guidelines and recommendations	Direct quotations, examples, and other types of contextualization
0. Focus of CLP: – Enabling municipalities in being catalysts for investments in the energy transition and climate neutrality, with a focus on	CLP is developed as a "sister programme" to ESV's very successful "Energy Leaders Companies". This programme focuses on companies that are pioneering CN and has been running since 2019. A key element of this programme is co-creation (and some elements of co-implementation). This has provided useful inputs for cooperation activities, roadmap development processes, and insights into how companies work, think and

citizens and local companies − creating a team of energy l eaders that co-creates new approaches dynamizing climate neutrality and energy transition investments	approach energy transition topics, best -practice examples etc. See relevant publication[here]. In addition to this programme, ESV will use its experience with other programmes. For example, ESV has also worked extensively with municipalities on developing energy strategies and triggering energy investments in the context of its EGEM and GEP programmes as well as its energy advice services for municipalities. In its AdieuÖl programme, ESV has tested the approach of engaging municipalities as communication channels, in a structured way, to dynamize phasing out fossil fuel heating in homes. Municipaliti es acted as multipliers by informing and reaching out to citizens. The CLP design will be based on the learnings, and partly the methods, of these activities.
1. Methodology: CLP as very interactive process of co - creation of roadmaps and co - implementation o f actions. It will be highly flexible and adapt to the interests and needs of the municipalities over the course of its duration. It will focus on exchange, inspiration, learning together, with support by ESV. A range of interaction methods will be used.	The CLP will create an "enabling space" using a mix of different types of interactions, for example: − formation of a "local energy transition team" in each municipality, consisting of the mayor, the head of municipal administration (or other important employee) and 2-3 members of the local council (e.g., the head of the environment committee) − interaction between leader municipalities (co-creation and co -implementation) through meetings of the whole group and smaller groups dedicated to specific subjects (both in-person and online), − bi-lateral support from ESV to individual municipalities − own strategic work of municipalities (using templates from ESV) − practical implementation of information activities by the municipalities (using materials from ESV), tri ggering and supporting investments of citizens and local companies − pilot projects − developing and implementing the roadmap
2. Keep attention focused on CN. Time and staff resources are tight: in municipalities, at ESV and especially of installing and planning companies. We need to be smart	Municipalities have a large number of topics to deal with on a daily basis. Time and staff resources are very tight. Also, municipalities (and particularly innovative municipalities) are constantly solicitated to take action for one or the other socially highly relevant topic (e.g, health, social inclusion, education). This makes it difficul t for them to keep a process going over a longer period (since someone else quickly comes with another very interesting initiative).

21

in maximising impact for time!	Co-creation and co-implementation of the roadmap with ESV and other leader municipalities helps them "stick with the topi c" and achieve impact. They make a commitment in the roadmap (which the opposition is likely to ask about, at the latest before the next elections). Also, ESV will also work hard to keep their attention on the subject.
3. Help our leader municipalities work from "the new normal" for leader municipalities" to taking the "next big steps".	Our leaders have already achieved a lot! Most of them have renewable heating in (nearly) all public buildings, PV thermal renovation of public buildings, LED street lighting, energy monitoring and taken first steps towards e-mobility Through the ethnography studies, a range of "next big steps" were identified. The CLP aims to help municipalities work on these to achieve CN: e.g., – municipality as catalyst for the local energy transition in all sectors – stronger support of citizens – dialogue / cooperation with local companies – elimination fossil heating in the residential sector – PV strategy, energy communities – increase energy efficiency – e-mobility – spatial planning and building legislation – take advantage of the entire added value of the energy transition
4. Climate neutrality requires thinking in terms of CO $_2$, rather than energy units. This is a new concept for most people. The CLP needs to help them get their minds around it.	We adapted our tool "Energy & Climate Check for companies" to municipalities. It presents the CO_2 emissions of "housing", "companies and services" and "transport" in an easy to grasp chart. We prepared the Energy & Climate Check for each municipality before the ethnography meeting and discussed it on-site with them. It presents the current situation and forms the basis for identifying the main focus points of the roadmap. We mainly have 3 types of municipalities in our CLP: 1) Emissions from companies are by far the largest (obviously, the emissions per capita are by far the highest in these municipalities) 2) Emissions from housing are largest 3) Emissions from all 3 categories are similar

22

		Before the Energy & Climate Check tool was developed, this information was not readily available for municipalities. The results were an eye-opener for many municipalities since they did not have a feel for the emissions of the 3 sectors in relation to each other. Quote from Niederneukirchen (where emissions from housing are largest, followed by transport): "Focussing on public buildings and our own activities is clearly not enough. We obviously need to activate the citizens and support them to trigger change."
5.	Working with local companies is critical for achieving climate neutrality, but this is new for most of our municipalities.	The results of the Energy and Climate Check were surprising for many municipalities. They did not realise before how high the portion of emissions coming from companies is. It is now clear to them that they need to work with local companies and encourage them to get active towards climate neutrality. However, they don't know how. The CLP will guide them to • start a dialogue with their local companies • identify companies with a good climate performance • try to create a joint commitment with some of the local companies • support investments by the companies with ESV's services Quote from St. Martin (where emissions from companies are more than 2 times larger than those from housing and transport combined): "Wow! We had no idea how much our local companies emit. We need to start a discussion with them."
6.	A key support aspect of the CLP will be the guidance and expertise from ESV. Also, the inspiration from other highly innovative municipalities will be a key success factor.	CLP will provide technical support, tools and methodologies as well as inspiration, encouragement and motivation from working with other ambitious and creative municipalities. The aim is to enable action towards CN and achieve impact.
7.	From information to guidance: the CLP focusses on helpin g municipalities become activators	Our leader municipalities have well-established communication channels within their community. These which we explored in detail in the context of the ethnographic research (ex: local newspaper, information events, Gem2Go App, pinboard sin highly frequented

	and providers of guidance to citizens and companies within the municipalities. In this way, municipalities will act as multipliers, thereby multiplying ESV's outreach and impact.	areas). Most of them started to use thes e channels for sustainable energy communication in the context of the AdieuÖl programme. In the CLP, they will increasingly use these channels for CN communication. And, with the support of ESV, they will test new ways to go beyond "just" offering inform ation to concretely supporting investments by activating and guiding citizens. They will also establish new communication channels to local companies and start providing guidance.
8.	There are a number of wider benefits for municipalities in participating in the CLP and developing a roadmap. ESV's actions need to be guided by the principle of maximising these benefits for them.	In our ethnographic research, we explored the potential benefits for our leaders. The main ones are; • Many municipalities feel the pressure from their citizens (and the opposition) to take action on climate protection and the energy transition. The CLP can help them to be visible as highly active in this field despite the limits in staff resources. • Being recognised as a "leader" by ESV (and the region) and beyond the municipality is highly attractive to any mayor ☺. • They receive free technical, market and regulatory expertise directly from "the experts" – very nice! • They gain insights into policy processes (ESV is highly involved in the development of Austrian and Upper Austrian legislation and funding programmes). This allows them to be better prepare for upcoming developments.
9.	Municipalities need strong local narratives for the energy transition and climate neutrality	All municipalities have a perception of their "identity". We explored these identities in the ethnographic research. They need strong narratives for the energy transition that fit into their identity. The CLP will empower municipalities to create better local narratives for the energy transition very much tailored to their situation and communicate these to their citizens and local companies.). The narratives could be based on contextualising climate protection, quality of life, social cohesion, local investments, innovation etc.

2.1.2 Climate Neutrality Roadmaps

Guidelines and recommendations	Direct quotations, examples, and other types of contextualization

1. Objective: climate neutrality significantly before 2040 (Austrian target	Remarkable is about supporting first and early adopters. Therefore, a CN target of 2040 is clearly not ambitious enough (and certainly not for public buildings and the residential sector where there is already strong dynamics in Upper Austria.)
2. Focus on using the municipalities as catalysts to trigger action by households and companies (the focus is not on public buildings).	Through the results of the Energy & Climate Check, municipalities realised that "only" working on their public buildings is far from enough (public buildings typically representing significantly less than 5 % of the CO_2 emissions in a municipality). They need to reach other groups (homeowners, companies, transport)
3. The Roadmap will adopt a very modular approach, using the "Energy and Climate Check" as baseline and "thematic modules" as building blocks, based on strong involvement of citizens, local companies, farmers, civil socie ty organisations etc.	The results of the Energy and Climate Check show that we have 3 main types of municipalities in our CLP: 1) Emissions from companies are by far the largest (obviously, the emissions per capita are by far the highest in these municipalities) 2) Emissions from housing are largest 3) Emissions from all 3 categories are similar Our leaders have very different baselines. The roadmaps will reflect this and be strongly tailored to each municipality.
4. Methodology for roadmap develo pment: flexible, "topic" oriented, very interactive process	The process of roadmap development needs to meet municipalities where they currently are and help them develop their own solutions to move forward. The aim is to give the municipalities the flexibility and responsibility of developing their own roadmap, according to their own specific context and priorities. ESV supports and guides them in the process, thus helping them "stick to it". Methodologies are described for this flexible approach are d escribed within the CLP text.
5. Thematic modules for the roadmaps in a first step are likely to be: – Elimination of fossil heating – PV & energy communities – Energy transition of companies – Energy efficiency	These topics were most recurring in the ethnography studies and were distilled from a longer list of topics of interests gather throughout the meetings. In the roadmaps, municipalities will develop actions for these modules and work on "filling them with life". Aim for a good mix of effective, short-term action and strategic, longer-term approaches.

– E-mobility and other sustainable mobility – Spatial planning and building permission processes	
6. Roadmap as a "working/living" document that is easy to consult, modify and use within the municipality	The timing is ideal: There is currently very high awareness of the energy transition. The currently early stage of the mayor's and local councils term of office is a good time to start a strategy process. The municipalities should make a c ommitment to their roadmap, understand its usefulness and know how to work with it. It should in no way be a document that sits on a shelf and gathers dust.
7. Make the roadmap concrete! As first step, municipalities will establish concrete actions for 3 focus areas: 1) PV strategy, 2) eliminating fossil heating, 3) energy transition of local companies	These 3 focus areas were categorised as "high priority" by the municipalities. They offer a good starting point for all municipalities to work together and get active on their roadmaps right away. Also, there are currently strong activities, strategies, subsidies, etc at a regional level in these 3 areas so there is good dynamic. ESV has material available, and municipalities can already start with con crete actions. Other focus areas will be added to the roadmap in time, according to the specific context and priorities of each municipality. The roadmap should comprise a good mix of effective, short -term action and strategic, longer -term approaches. In this way, the roadmap will consist of "quick wins" and "larger challenges" that can be worked on through time.

2.1.3 Climate Neutrality Services

Notes and suggestions for improvement	Direct quotations, examples, contextualizations
1. Interactive CN roadmap development services	Interactive CN roadmap development, as detailed in section 2 of this document, will made part of ESV's service portfolio and offered to further municipalities in Upper Austria.
2. Climate and Energy Check Tool	ESV adapted its tool "Energy & Climate Check for companies" to municipalities. It allows a simplified assessment of a municipality's status in the energy transition by presenting the CO_2 emissions of "housing",

	"companies and services" and "transport" as a n easy to grasp chart. Before the Energy & Climate Check tool was developed, this information was not readily available for municipalities. The results are often an eye-opener for municipalities and gives them a feel for the levels of emissions of the 3 sectors in relation to each other. It helps municipalities set priorities for action to achieve maximum impact towards climate neutrality. It will be integrated into ESV's portfolio of tools for its activities with municipalities.
3. Climate neutrality trainings	ESV will develop climate neutrality trainings and integrate them into its well-established framework for training key stakeholders in Upper Austria (e.g., Energy Academy, regional conferences, training of energy advisers.)

2.1.4 Other Notes

Notes and suggestions for improvement	Direct quotations, examples, contextualizations
/	/

remarkable.
climate leaders

2.2 Croatia

Institution	REGEA- https://regea.org/en/
Researchers	Miljenko Sedlar
No. of interviews	6
No. of focus groups	1
No. of field visits	5

Our Croatian partners performed a combination of face-to-face meeting and online interviews with leaders of cities, municipalities, development agencies, NGOs, and other institutions related to local and regional governance. A focus group was organized virtually. Field visits were organized on the spot in different cities and municipalities with a wider stakeholder's participation to show the importance of the   actions and the necessity to engage wider community.

2.2.1 Climate Leadership Programme

Guidelines and recommendations	Direct quotations, examples, and other types of contextualization
1. *Please define climate leadership and climate leaders, how is climate considered to be taken into account*	*How can the climate leadership be incorporated into everyday activities in local/regional governance?* *Climate as a term needs to be carefully u in relation to mitigation and adaptation actions.* *Climate related issues need to be addres horizontally.*
2. *Define WHY – why it is envisaged to be run through CLP – how does that relate to the actions that are mandatory*	*What is added value of our participation i the CLP, how it is a step up in relation to what we need to do in terms of legislation based activities*
3.3. *Communication is key. We need a tailored communication package towards different stakeholders*	*Climate related topics can cause also negative responses (not only in climate deniers) and they need to be addressed. What to do and how to react to explain would be useful.*
4. Can a CLP help climate l eaders to make a new, bolder, step?	*Most of the leaders are more than aware that additional actions are needed in orde to reach more ambitious goals. They all wondered how the CLP can help on this issue? CLP should really bring additional knowledge and sills that will contribute to their personal development, make their roles better used and influential.*

28

2.2.2 Climate Neutrality Roadmaps

Guidelines and recommendations	Direct quotations, examples, and other types of contextualization
1. Seen as a tool for communication and expression of vision	We don't need yet another strategy, we have to many of them. We need a clear, concise visionary document
2. Should have a broader background	Background data, hazards and vulnerabilities identification, stakeholders, light swot, sectorial analysis is needed as a support document.
3. Can it serve as a basis for financing of the road to climate neutrality	Can it be communicated towards competent authorities to be taken into account when planning financial envelopes? How can it be connected to national level strategies, and the EU level ones?
4. It needs co-design and co-development with identified stakeholders	Bottom up approach in development in cooperation of different stakeholders that meets with top down obligations in half way is how it should be done. Cooperation is key, as there is lot of knowledge and innovation in different sectors and with different stakeholders.
5. Storytelling	Communication is crucial, especially one towards citizens. Some of the leaders are natural communicators, others will need support of different methods and pointers on how to clearly communicate the content, the need and the actions.
6. Prioritization and focus	There are many challenges leaders face on daily basis , CNR should also have prioritization within them, and clearly stated focus of actions and stakeholders.

2.2.3 Climate Neutrality Services

Notes and suggestions for improvement	Direct quotations, examples, contextualizations
1. Ideation of innovation in relation to climate services that is locally specific	We need to engage the existing talent to develop services and products that will drive the transition to climate neutrality
2. Innovation in climate related project development and finance	Financing of climate related projects will be and issue, so specific knowledge and processes need to be developed

3. Climate proofing of all activities	Climate is horizontal topic, all activities need to be climate-proofed
4. Climate as a basis for economic development that is a result of cooperation of s takeholders and innovation	Transition to climate neutrality is a challenge, but an opportunity as well. It needs to be taken to drive the sustainable economic growth

2.2.4 Other Notes

Notes and suggestions for improvement	Direct quotations, examples, context ualizations
Different approach	Most of the leaders interviewed and other stakeholders informed abou t the project greet this novel approach, putting personal approach in focus.
Novelties in therms of services offered	Cities and regions officials often do not have sufficient knowledge, nor capacities, while realising the need and the volume of actions needed . They all appreciate development of new services. They encouraged for peer to peer learning and exchange.

30

2.3 France

Institution	AURA-EE – https://www.auvergnerhonealpes-ee.fr/
Researchers	Catherine Premat & Laurence Monnet
No. of interviews	7
No. of focus groups	1
No. of field visits	2

The French partners performed on-line interviews with current leaders coming from municipalities and civil society. 2 field visits with elected representatives were performed in addition. The focus group was organised in AURA-EE office with the participation of our 7 leaders and of the French national energy agency (ADEME), which is also involved in the project. A WhatsApp group was created to exchange experiences, resources, events and to maintain the group dynamic.

2.3.1 Climate Leadership Programme

Guidelines and recommendations	Direct quotations, examples, and other types of contextualization
0. *Make the transition more readable/visible, shared and coordinated*	The urgency to act is shared by the people we listened to, but there is always a need to remind and show it. Even if they would like their specificities to be taken into account to a greater extent, the territories need national coordination that sets the major issues. In France, the Act of 17 August 2015 on energy transition for green growth seeks to enhance France's energy autonomy, cut its greenhouse gas emissions and provide effective tools to all stakeholders in order to boost green growth. The federations of municipalities more than 20,000 inhabitants are required to implement a SECAP equivalent with air quality issues (a SEACAP: Sustainable Energy, Air quality and Climate Action Plan). So, the targets are well shared in France at all the levels of governance, but there is always a need to recall them and make them visible. The actual support is not sufficiently unifying: there is too many players and a lack of a strong leader at a regional level. Our leaders would like to see more co-constructed and shared projects, with the creation of spaces for cooperation and more systematic citizen consultation. This means encouraging exchanges between

	peers.
	The actors express also a demand for more horizontal, collective, innovative and participative support " *We will no longer be able to work in silos when facing complexity*[20] The notion of communities of actors is essential. This work highlights inspiring experiences elsewhere on which it seems useful to build in order to explore new ways of working: in a decompartmentalized network, in proximity to the field, by giving visibility through key events, by exchanging and training among peers and in a transversal manner. The people we listened to underline the need to really listen to the territories which have practices and experiences that deserve to be heard.
1. *Developing open and local third-party engineering*	The objective here is to decompartmentalise the subject technically and geographically by: • exchanges between peers • experiencing the lives of others, putting oneself in their shoes • testing and co-constructing local tools such as a mobile offer, collaborative workshops, shared spaces, etc. The wish of our leaders is also not to come with ready-made solutions, already constructed, but to create links, encourage exchanges, share diagnoses with the actors of the territory.
2. *Making the climate emergency desirable*	Setting up a common culture, a collective narrative that makes people wants to do things, without frightening them and putting people off. If our leaders were valued by the press, by regional institutions... the local elected representatives would change their view and it would make them want to join the movement. One of our leaders told us that she lacked legitimacy: "I feel like a little girl next to them (the local elected

32

	representatives), take care of the compost..." This work lays the foundations for writing a new narrative together, one that makes everyone want to mobilise and act together for the common good and that enables everyone to be involved in the action

2.3.2 Climate Neutrality Roadmaps

Guidelines and recommendations	Direct quotations, examples, and other types of contextualization
1. *Topics or measures*	As seen during the interviews, the topics are very varied. On mitigation, we find the subjects of energy renovation of buildings, mobility for all, renewable energy production but also subjects such as food, frugality, etc.
2. *Experimenting, setting up a large scale project to demonstrate*	
3. *Writing a story, staging the programme*	
4. *Review support engineering, making more adapted to the requirements of transition, closer to the territories and less top-down*	Too much institutionalisation: too many administrative constraints, constraints of calls for projects sometimes out of step with local projects, imposed methods that are too top-down Ideally, there is a need for targeted, tailor-made support throughout the duration of the project, support "in shiva mode" with a support person who is always available, multi-tasking, with technical, political and organisational skills...

2.3.3 Climate Neutrality Services

Notes and suggestions for improvement	Direct quotations, examples, contextualizations
4. One-stop shop and updated vademecum of available grants	
5. Setting up training courses	On transition issues but also in collective intelligence, project management, networking, etc.
6. Propose a list of "experts"	Brilliant speakers, mastering the art of maieutics and involving everyone in a common narrative

2.3.4 Other Notes

Notes and suggestions for improvement	Direct quotations, examples, contextualizations
/	/

2.4 Ireland

Institution	TUS - https://lit.ie/
Researchers	Darren Barry & Seamus Hoyne
No. of interviews	5
No. of focus groups	1
No. of field visits	2

TUS conducted in-person and on-line interviews with current leaders in the areas of Senior Management of Local Authorities, Elected Officials, And Community Organisers. Focus Groups involved Community development officers, Members of energy agencies, public participation networks and local authorities. The focus group was undertaken in person and created real synergies within these networks. Observation sessions were undertaken in a climate action training and development programme that involved elected officials and senior management from Local Authorities.

2.4.1 Climate Leadership Programme

Guidelines and recommendations	Direct quotations, examples, and other types of contextualization
1. **Provide the necessary requirement to undertake the programme.** *'Why would you want to do this course?'*	It was noted by several interviewees that the course needs to ensure that it is hitting a strategic role in the leaders own development. What are we offering that is different to normal training courses, will there be accreditation or CPD points awarded or is it a personal responsibility course (i.e. needed to preform and expand their current roles). Get them to look as an opportunity to re-invent oneself to better take on a climate leader role and be able to ascertain the challenges to this role brings with it. Frame the course as **attainable** – Highlight what they will get from the process. It needs to be an action orientated programme that will give effective problem solving/guidance/expertise to the participating leaders.
2. *Opposition Values*	It is very important to look at the opposite sides of an argument and this can be hard for a number of people. There needs to be a critical thinking aspect to this process,

Why is the negative of our argument successful? What can we learn from that?	why is the opposition reaching people, what are their strategies and how can the new leaders raise the conversation. • **'Value comes from understanding the other side'** • **'If everybody is thinking the same thing then someone isn't thinking'** Social Media: Beware of disingenuous/clickbait social media traps. Use as a link to real resources that have been developed. Understand that it is good for reaching masses but not for defined and structured information. This is why it is often used as a way to create false narratives about an issue. Use it, but use it wisely.
3. Self-Reflection In the focus group I asked the group to put their hands up if they considered themselves leaders and all stated that they had taken on a leadership role and were active in their areas. I then asked them what their biggest strength was, this was more difficult for some as self-reflection can be harder to achieve.	Be Representative: Undertake a **Personal Leadership Audit** – really important if they don't see themselves as leaders at present. How can they external communications be effective if we don't understand our internal motivations. • Myers-Briggs Type Indicator • Belbin Team Roles Own Leadership Role: How did they find themselves in a leadership role and how did they develop personally. Many take on a role cause no-one else wants it…Why is leadership sometimes seen as a burden?
4. Role Challenges What are the limitations/barriers to climate leadership at present that we might need to tackle?	All interviewees/focus group highlighted that there is a number of challenges they face daily and new leaders will be very aware of these and they will need help/focus etc. in order to achieve success. LA roles can be very narrow in their coordination efforts and so training in strategic and change development would be good. Understanding the challenges that the leaders face in their roles is important.

	- Resourcing: LAs are not resourced to deal with a lot of the challenges that communities/regions face. CARO/EnergyAgencies help with this from a regional focus but internal structures in the LA are an issue. - Keeping Focus: There is a very significant challeng e to keeping focus on CA when so many immediate issues come up and have to be dealt with immediately. - Role Modification: Leaders need to facilitate changes in the traditional way of doing thing and certain functions of the LA need more climate action init iatives, this includes 'reporting requirements' that can have different processes in different sections. - Making it real: While the impacts of Climate change can be seen, the causes can be less tangible for people to understand (you can't see carbon etc.)so how do you get people on board with the changes? - Protocols: What ones are actually needed and what are the differences/focus of a particular type of legislation can often be open for interpretation.
5. Roll out of Course How did big changes come about, what was the driver and motivation? Climate change can be looked at through a health scenario? Will this work again?	**Health and Safety Model:** - Identify programmes that have had a successful role out across all sectors and see how this was embedded. - This is now everyone's responsibility - Creates Accountability.
6. External/After Programme Work Embed the learnings from the programme.	What will the follow up be? Some sort of review/analysis for the participants to do after the course Undertake a case - study/report/initiative that will allow participants to actively work

37

	on the new skills that they have learnt in a real world scenario.
7. Facilitated Delivery Type of delivery is important and where it is being undertaken.	Utilise community spaces: it was noted that the course should be tailored to a local area and delivered in a particular field site. This way it will highlight that communities, regions, munic ipalities are at the centre of this programme and are serving an important function. Understanding the difference between communities: It is more established that move forward quicker, so they need more than plans. Know that that one plan will work for a ll and there needs to be a tailored focus.
8. Problem Solving	Application process: Funding applications and requirements can be heavy and complicated so leaders need to be able to help focus these and get answers quickly. Is there a way to streamline the application/reporting process – active lobbying Animation: Getting all delivery and effective use of projects is important and keeping these projects alive takes work and creating processes for this is important. Project recognition: There are lots doing climate action projects but these are not labelled as climate action – so being able to recognise the different facets of this issue is important.
9. Messaging Often you see climate action initiatives not being understood or taken up by regions…why does this happened and what is the barrier to implementation.	Leaders need to understand how they deliver information that is complex and sometimes inconvenient. Tangible Success Stories: Every programme needs an awareness message and be able to understand the gap between big and small messages. There has to be levels of impact and assessment

remarkable.
climate leaders

	Understand wording: Responses can change based on the way the community feels about how it is presented to them. Utilising words like encouragement instead of enforcement creates a better feeling and while the outcomes will be the same the collect feelings of the community will be more positive.

2.4.2 Climate Neutrality Roadmaps

Guidelines and recommendations	Direct quotations, examples, and other types of contextualization
1. Project Size– What is needed and when?	Leaders need to understand the difference between big and small projects and the value they bring to a region. Often a small project can be seen as more favourable from a community viewpoint but it may not create enough added value at a regional level so it's important to focus this in the future
2. Teams– Building a team to deliver on the roadmaps	A leader can't be a good leader without people to lead and they also can't do this alone. It is important to build a dependable and knowledgeable team that can be relied on and each person has space to perform to their strengths.
3. Action versus Conversation	Leaders need to focus on real actions that energise people, giving a sense of pride among the participants and a bit of competition doesn't hurt either – so the development of **action-orientated** programmes/roadmaps will be important. People need to see if come to fruition to have confidence in the work being completed.
4. Where to place focus?	Create climate plans/roadmaps at a **municipality level rather than a local authority level** – this will give districts a better profile and will create more buy-in.
5. Be on the lookout for future needs	What are we going to be measuring in 10/20 years and how can we make changes now for the unknown aspects of the role. Roadmaps need to amendable

39

	and versatile while still giving achievable results on the needs of the present requirements.
6. Technology and Data	Leaders need to be aware of information and advancements that are coming out at an international and national level as these can create knock-on changes at a local level. Analysis Techniques: Data is reported at a number of different levels and so these needs interpretation into local baselines/set etc.
7. Communication Strategy	Roadmaps need to have a **strategic communication strategy** that covers the real changes that will take place and to ensure that all those affect/influenced by the change understand the reasoning and need.

2.4.3 Climate Neutrality Services

Notes and suggestions for improvement	Direct quotations, examples, contextualizations
1. Risk Mitigation	Often, communities/regions are unsure of best practice and the role they can play in the energy transitions, so Energy Agencies could be more involved in community led projects to help offset any issues that may arise from embedding new projects.
2. Coordinated Support	The change from fossil fuel usage to renewables can be a large step and utilising energy agencies to help with this transition will be imperative to make the changes successful by providing guidance and establishing projects outside of the LA directives.
3. Climate Proofing	All areas need to be looked at and identified for change – what processes can be put in place long-term to help achieve success.

2.4.4 Other Notes

Notes and suggestions for improvement	Direct quotations, examples, contextualizations

1. Political Motivations	All noted that there are a range of policies that exist at an EU, National and Local level that need to be co-ordinated. Understanding the parameters of these polices are important but it is crucial to understand that some are counter-productive to the overall strategy and getting to grips with these can be hard. Communities are aware that often people try and push their own agenda and not one that is best for the community, so leaders need to be aware of their own limitations and/or bias towards particular activities that may be undertaken due to climate action initiatives.
2. Bottom-Up Approaches	The leader needs to ensure that they are interacting with the community that is been directly affected by an issue – the best person to give ideas/answers is the person who is directly affected by an issue. Leaders need to know who to talk to and how to get the information. There needs to be a focus on co-production in the programme. Leaders need to ensure that people have a space to be heard and understood. It also needs a dual focus with a bottom-up approach.

remarkable.
climate leaders

2.5 Slovenia

Institution	ENERGAP - https://www.energap.si/homepage	IRI UL http://iri.uni-lj.si/
Researchers	Vlasta Krmelj & Branka Mirt	Domen Bančič & Gregor Cerinšek
No. of interviews	4	4
No. of focus groups	1	0
No. of field visits	3	6

Slovenia was the lead REMARKABLE partner in terms of conducting ethnographic research. Not only was **IRI UL** the lead in ethnographic research design but also contributed to the research by focusing on interaction on in the field. They visited offices of a municipality, a regional development agency, and a cluster of environmental NGO's – sites where climate leaders work, or otherwise, where climate leadership is generated through everyday administrative and organizational practices. They also participated in regular meetings of two different regional development agencies. Participation in a preparatory meeting for a local-level public event organized by a cluster of existing and future climate leaders on the topic of energy efficiency in buildings and building renovations.

ENERGAP followed the same model as other research partners (a minimum of 4 interviews, 1 focus group, and 1 field visit). They conducted face to face interviews with current leaders of municipalities, as well as field visits to municipalities and implementation of observation activities. ENERGAP also organized a focus group held during regional event – participation of 10 leaders (current and emerging). In total, the Slovenian partners have conducted 8 interviews, 1 focus group and 9 participant observation research days. This amounts to 14 days of ethnographic research, which is well over the foreseen 8 days for Slovenia.

2.5.1 Climate Leadership Programme
Recommendations by ENERGAP

Guidelines and recommendations	Direct quotations, examples, and other types of contextualization
3. Provide comprehensive and concise definition of the following notions: • Climate Leadership • Climate Neutrality • Net-zero emissions • GHG gas sinks • Fossil-free • Self-sufficiency • Climate leadership • Climate neutral roadmap	Some notions are seen as synonymous to each other and used interchangeably. For some notions it is often not clear what concretely they refer to. During interviews it was observed that the leaders do not know exactly what specific word mean or equates some of the terms (e.g. climate neutrality and self-sufficiency). They have a lot of knowledge in the field of energy efficiency and RES implementation, also sustainable mobility and this is where they really feel at home and also implement a lot of

42

	project and investments. There is a feeling of insecurity on topics related to climate or climate terms/notions. *Our Leaders would therefore benefit greatly if they would have universally applicable definitions of these notions available in a handy and comprehensive format in order to use these terms and notions effectively, correctly and with confidence in their daily work.*
4. Compile a comprehensive and up-to-date list of relevant EU initiatives, programmes and projects designed to support local authorities on their way to Climate Neutrality goals.	During interviews Leaders express opinion that there are well familiar with EU goals, initiatives and programmes (e.g. EU Green Deal, EU Renovation Wave, Fit for 55, SECAP). When we touched the field deeper it turned out that the knowledge is more a matter of having already heard of individual initiatives two or three times, there are gaps in knowledge and understanding (e.g. one of the quotations: EU goal is to reach Climate Neutrality until 2030). *Our Lea ders would benefit from a comprehensive list of such initiatives and projects, indicating main benefits, the scope of their support/action, and criteria for eligibility (if applicable).*

43

5. Provide practical examples, good practices, enable mentoring, workshops to exchange experience. 6. Tools to acquire skills to identify and implement effective climate project	Leaders also stressed positive aspects regarding EU ambitions to become Climate Neutral till 2050 and their opinion is that EU is doing enough to fight Climate Change. (Quotation: Many documents were adopted in recent years). In general, they are positive also regarding achieving the set goals (-55 % CO_2 till 2030, climate neutrality till 2050) in local communities. (Quotation: There are enough funds at EU level but very important is political will). But when we talked about concreate climate actions suitable for their local community it turned out that it is not easy to put theory into practice (Quotation: in smaller municipalities there is a lack of human resources, knowledge of how to transfer commitments to the operational level). The obstacle can be als the state, centralization, ministries that do not recognize ideas and do not anticipate them in operational programs).
7. Provide knowledge about a specific topic	In the Slovenian National Energy and Climate Plan great emphasis is placed on increasing electricity production from solar energy (PV). In the field of PV, self-sufficiency, energy communities, a lot has changed in the last year in terms of legislation. Municipalities want to prepare and implement projects but are not equipped with enough information, some procedures are legally demanding.
8. Strategies to motivate the active participation of different target groups.	The opinion of the participants is that people are still not sufficiently aware of the issue of climate change. (Quotation: The key problem is that climate topics still doesn't touch us enough, despite the fact that topic is often discussed in the media and public). We operate on a principle: »What I do not see does not exist«. How to activate people to become more aware of the climate change and the consequences and take more active action?

	Smaller companies in smaller municipalities do not think about climate neutrality. They only comply with the law. Customers and the environment are not forcing them yet, they are too small. There is no self-initiative. They are waiting the system to change. They do not see the economic benefits of investing in the environment or. climate in the long run. How to activate companies? How to convince potential players to support climate efforts and start working actively? How to foster collaboration and communication between local players? Present practical examples of how they approach this elsewhere.

Recommendations by IRI UL

Guidelines and recommendations	Direct quotations, examples, and other types of contextualization
Concept development and organisational aspects	
Ensure diversity of attendees (with regard to their position, qualifications, nationality, gender, age, discipline/professional background etc.).	Leaders stressed the positive aspects of having diverse groups of people involved in trainings, reasons including: • The consciousness of diversity of people pursuing the same or similar goals; • The dynamics of the program is more enjoyable and interesting. • The topic is multi-disciplinary and so should be the trainers and attendees.
Define the values and mission of the event.	The training should be clear regarding its mission and core values in order to signal prospective participants what they can expect, and also, what are the limits of tolerance regarding uncritical expression of opposing views or the manners of expressing those views.

45

remarkable.
climate leaders

	This is also relevant as the creation of Climate Neutrality Roadmaps will require Leaders to make decisions with regard to which values, they want (or need) to elevate through concrete actions and public communication.
Engage relevant experts. **Distinction between content specific experts & learning process facilitators.**	Leaders suggested that in addition to experts from the many relevant climate - related knowledge domains, REMARKABLE CLP (or at least its development) should include experts from with a diverse knowledge background, some of which might include: • Andragogy or CPD professionals, • Facilitation and moderation, • Nonviolent communication (diplomacy), • Change management and complex system theories.
Design	
Ensure a relaxed and inclusive environment.	Leaders stressed the need for creating space in which participants feel welcome to participate and share their opinions and ideas. This includes creating a space (and protocols) that ensure individuals do not feel stigmatised or judged for one or more of the following aspects: • Differences in opinions, • Lack o f knowledge and awareness, • Their ethnical identity, political orientation, gender, etc.
Ritualize the training, and perhaps most importantly, make it *fun*.	Leaders stressed the need for making the training into a varied, dynamic, yet rounded experience. This includes elements of a ritual, or a journey, such as • A warm welcome and recognition of all attendees, • Activities that integrate the community of attendees (sharing meaningful experiences and interaction, exchange of valuables

	such as knowledge or examples from their personal life etc.) • A ritualized conclusion – celebration of some sort.
Design well roun ded units/modules of learning.	Leaders recommend developing well defined units or modules of learning/training, which refers to coherent beginnings and conclusions with meaningful and useful content in between.
Include elements that lead with example.	Leaders suggest the training should not only "preach" virtues and principles of Climate Leadership and Climate Neutrality, but also demonstrate them through actions. Small actions matter, they claim, as they represent a manifestation of declared values, and can also change or enhance particular patterns/modes of doing (social practices). Suggestions included: • Organising shared transport to events (car-pooling), • Promoting (or subsidising) use of carbon-neutral public transport, • Providing predomina ntly vegetable-based, locally produced food, • Avoid producing waste and unnecessary energy use, • Using repurposed materials – recycled, reused, upcycled (or better, not to provide at all in order to minimize fetishization of material consumption in social interactions).
Include interactive, problem -based modules that engage participants in realistic and meaningful problem-solving activities based on real-life scenarios.	Leaders suggested that the training should be based on realistic (real -life) examples and problems. To this end, Leaders suggested to include an **interactive activity** that would engage participants in a problem-solving process. This will provide an experience -based understanding of how complex problems

47

	require knowledge from different expertise and sectors.
	To ensure high level of engagement, the **activity should be focused on concrete problems shared (i.e. proposed) by participants**, which would also make the activity meaningful for them. To streamline the process, participants could be invited to share the challenges and issues they deal with (or wish to address) as part of their CLP application form.
	The process of finding solutions and designing strategies to the selected problem should be facilitated by the trainers. The results should be presented, discussed and perhaps even continue being used in the continuation of training as a reference point.
	An effective training approach should therefore consider a number of strategies: (1) encourage the leaders to start working very quickly on meaningful, realistic tasks (in the context of their daily work); (2) reduce the amount of reading and other passive learning activities; (3) use prior knowledge to advantage; make possible errors pedagogically productive; (4) experiences in applying what has been learned should be presented in realistic contexts; (5) engaging learners in problem-solving activities, rather than passively digesting course content would increase their motivation.
	Some **leaders explicitly warned against designing another time-wasting activity**, saying "don't just organise meetings. Plan concrete activities that make a difference."

48

	As an example of good practice, they referred an ongoing project called [Dovolj za vse](#) – a platform for sustainable resource management at the level of local communities in Slovenia. Besides the web platform, which functions as a repository/collection of good local -level [practices related to sustainable resource management](#), the project hosts occasional "local community academies" – events hosted each time in a different municipality, presenting three concrete examples of good practice, transferri ng knowledge on what can be done, how it can be done, and who can do it between engaged members of the involved local communities.
Stress community building activities.	Based on their prior training experiences, Leaders pointed out connection with fellow attendees as one of the more valuable outcomes. In this regard, they suggested that the training should be designed to build and/or strengthen relationships between participants – both to integrate the program as a rounded experience (see the point on ritualisation) and to foster collaboration and communication between CLP participants after the end of the programme (see the point on mentorship and buddy schemes).
Consider establishing a mentorship (or buddy) scheme.	As an addition/extension of the training (or at least for the duration of the training), leaders suggested to consider starting a mentorship programme or a buddy scheme – a structured process of mutually beneficial collaboration between participants of the CLP and existing Climate Leaders; or a program that fosters long -term collaboration and communication between participants of the program.
Focus on attitudes and personal motivations.	The everyday work practice of many of the leaders is to a large extent not much

49

different from work done by an average office worker, involving tasks and processes related to computer work, organisation, meetings etc.

When we asked our leaders what makes them different from a typical office worker, virtually all of our research participants highlighted aspects relating to their **personal conviction, attitudes, and personal motivations**.

Attitude represents the degree of an individual's likes or dislikes of an item; positive or negative views concerning a person, a place, a thing, an event etc. It is part of an established feel (attitudes), think (knowledge), do (skills) triad that serves as a reference for understanding human behaviours.

One of the principle aims of the program could therefore be to focus on attitudes, increase the motivation to learn, and to facilitate the future adoption of changes that the new knowledge on climate neutrality will bring to everyday real-life work practices of the CPL attendees. This includes taking and dealing with their professional responsibilities not only because they have to (as a requirement of the job), but because they want to (as a reflection of their positive and proactive personal attitudes towards their work and their responsibilities).

The indicative means of addressing the attitude-related needs would include a demonstration of real-case studies and success stories with their environmental and societal impact.

A **sense of belonging to idea(l)s** and **visionary attitudes** are also strongly associated with the notion of leadership – not in a sense of absolute indication of leadership competence and skill, but as values, qualities or traits of a leadership

	model. In words of one of our research participants, leaders should be "philosophers," in a sense to have a broad and essentially humanistic view on the "bigger picture," which means they should understand well the society they serve and the social processes they are part of (and how they can influence them according to their values, visions and aspirations).
Content	
Stress that the quest for climate neutrality is a marathon, rather than a sprint, and that it is a collective issue rather than responsibility of individuals. Offer a framework that addresses this issue.	Leaders pointed out that pursuit of Climate Neutral ity is a difficult, often inert and seemingly fruitless process or "battle", largely due to the long time - frame (generations in advance) and the limited impact that individuals have on the complex reality. With regard to motivation, this has negative con sequences. Strategies to promote and enhance focus on collective thinking (e.g. survival of the species, or communities we the participants care most about) should be stressed.
Include module on negotiation (or political diplomacy) skills.	Leaders stressed that in pursuit of goals at policy level and otherwise, true leaders must have the capacity and skills to interact with everyone, despite the possible or even likely disagreements or conflicting standpoints or values.
Include module on risk management.	Leaders stressed risk management – assessment and mitigation strategies – are an important skill for any leader, disregarding the area they work in.
Highlight key aspects of successful leadership model(s).	Besides personal aspects (attitudes, knowledge, skills of leaders), organisational and often institutional aspects prove to be just as important for a successful leadership, including: • Organisation and communication *within* the institutions and communities that the Leaders

51

	manage, lead, represent, and are otherwise part of, • Networks of people and organisations *beyond* the "internal" realm of the Leaders' domain (access to networks), • Access to key communication channels and media, • Access to funding, • Access to quality resources of knowledge, skills, services etc. Good practices and key principles for success could be communicated for each of these areas, tailored to specific scenarios (e.g. accounting for the size of the municipality, the size of the project).
A module on facilitating citizen engagement and participation.	Our leaders pointed out the lack of citizen engagement as an issue several times. They associated it either with a sense of apathy and lack of action on the side of the public, or as a lack of engagement (and capacity) on the side of the municipality to create space for such engagement and support it. A module dedicated to facilitation of citizen engagement and participation would therefore be valuable, including examples of how to organise and facilitate citizen (climate) assemblies, and actively create space and means to foster direct democracy. In Slovenia, many of such participatory models have been identified (in municipalities of Loški potok, Komen na Krasu, Ankar an, Ajdovščina, Postojna, Hrastnik and others), including some from abroad (with references to examples of good practices from the UK and Sweeden in particular). The modules should address the following aspects: • Addressing the sources of information and knowledge that

	inform actions and decision making, • Working inclusively, with diverse communities (citizens from a variety of backgrounds), • Supporting effective democratic participatory processes (co-creation and empowerment), • Strategies to translate outcomes of such participatory activities into concrete goals and actions.
A module on collaboration with key stakeholders beyond the borders of the municipalities.	Several Leaders suggested that pursuing Climate Neutrality Goals will require work that dema nds collaboration between actors beyond the borders of individual municipalities. In this regard, a module highlighting aspects of successful collaboration between stakeholders from a variety of different institutional background, including examples of good practices and strategies to overcome most common barriers and challenges, would certainly prove valuable, our Leaders claim.
A module on communication strategies and change management.	Several leaders highlighted the importance of **effective and meaningful public communication**. "Discourses have to be tailored to the environment in which one is taking action", one of our leaders stated. The leaders should know when and how they can communi cate complex issues to our guests in reasonably simple ways. A strategy to **change management**, which has been proven successful in one of the municipalities in the context of our research, is to demand change by providing an alternative solution – if plastic cups are banned in an institution, provide people with an appropriate substitute (glasses, multiple -use water bottles etc.) to bridge the change. "It's easier to take something away if you give something else in return."

53

	No change is instant, and is best approached by undertaking **small increments or steps**.
A module on how to take concerted action of local communities and municipalities to address barriers rooted in the state-level politics	Several leaders pointed out significant barriers to climate neutrality transition at the state level, either in how the energy systems are run, or in **lack of adaptability of state -level institutions and their cooperation with the local level** . In this regard, a tension between bureaucratic and operational -level acto rs has been pointed out several times. An example of a challenge, related to motivating (stimulating) workforce at the municipality level as well as employing workers for specific tasks or areas of work, is the " **lack of flexibility in the public sector** ," as stated by one of our leaders.
Various skills	- Chain of command at the regional level - How to use development programmes - How to recognise potentials (for financing, for interventions) - How to build a vision and understanding of a "bigger picture" - How to pitch a vision & motivate - How to work within a team/between teams - How to lobby/negotiate - How to work agile & effectively - How to network and recognize the "gatekeepers" → how to feel & understand a person, how to connect (humor, building trust, build respect etc.) - How to manage responsibilities (as a leader towards the community you lead, towards your team, how to manage and delegate your team's responsibilities etc.)

2.5.2 Climate Neutrality Roadmaps
Recommendations by ENERGAP

Guidelines and recommendations	Direct quotations, examples, and other types of contextualization
7. Goals has to be ambition	Ambitious goals need to be planned; this is the basis of a good roadmap. Sectoral targets are needed (Buildings, Road Transport, Industry, Power, Waste, Agriculture,) Quotation: We need high goals and we have to be ambitions. This is a basis of success. Measurable targets have to be set.
8. Good strategy is needed	In addition to ambitious goals, good strategy is also important. Where do we want to go? How are we going to achieve this? It answers the questions of what will be done, who will be involved in the work, the details of scope and resource allocation, as wellas how and why certain initiatives were prioritized over others.
9. Good Team	Quotations: The people I work with are the most important. Without a good team there is nothing. It is difficult to find them.
10. The data are important but not crucial.	Usually during preparation of local energy plans a lot of time is devoted to data collection and preparation. At the national level, data are co llected unsystematically, there are many different databases and data are often unreliable. Thus, the analysis of the basic situation is also questionable. In many cases, the practice is to prepare the document (as a legal obligation) and thus the main part of activities is usually completed. Implementing the plan loses weight. The data are needed to be able to measure the progress.

11. Communication and cooperation with the state institutions 12. The need to change the terms and conditions at the state level	The obstacle can be the state, centralization, ministries that do not recognize ideas and do not anticipate them in operational programs. Quotation: We would need part of the operational resources of the state program for the municipalities to prepare their own programs. The local level often overtakes the state. Example: the municipality wants to plan a sidewalk that will also meet climate challenges (e.g. heavy rains). Due to outdated state regulations and design conditions, designers are unable to prepare projects that address climate challenges risks.
13. Communication strategy	A way how to communicate CNRs to your decision-makers and stakeholders is very important, both in preparation phase as well as implementation phase.
14. Promotion	Ouotation: T he promotion of projects, strategies, visions of the municipality are very important, but we usually do not dedicate enough time on it. We need to do more in this area. As part of the promotion the feedback you receive is also important.

Recommendations by IRI UL

Guidelines and recommendations	Direct quotations, examples, and other types of contextualization
15. Start with a structured analysis of current state of things.	Some of the criteria Leaders suggested to start with are: • Matter (material currents) • Energy (energy currents)
16. Connect different stakeholders, and importantly, different stakeholder profiles (diversity!)	Leader stressed the need to build functional relations and foster proactive collaboration between representatives of different stakeholder groups, including representatives of: • The public sector, • The private sector,

	- Academia - NGOs, and - Independent representatives of the general public or associates of relevant communities.
17. Provide a framework that adjusts ambitions of the Climate Neutrality Roadmaps to logical geographical units (as opposed to the artificial administrative borders)	Leaders stressed that limits and borders of municipalities (or other administrative entities) cannot always allow development of coherent and effective climate neutrality plans or strategies. They suggest to focus beyond confinements of those artificial borders, and to put more focus towards integrating key stakeholders in ecological, geographical or other logical units.

2.5.3 Climate Neutrality Services
Recommendations by ENERGAP

Notes and suggestions for improvement	Direct quotations, examples, contextualizations
5. Set up advisory agencies (local climate agencies)	There are not enough qualified staff and human resources at the local level. The field of adaptation to climate change is too extensive, it is necessary to understand vulnerability and risks and to identify key sectors, find optimal level for adaptation. Municipalities need a connecting link that will help them understand, plan, recommend, select appropriate activities and measures, find sources and methods of financing, translate theory into practice. The field of Climate Change and acting is multisectoral and multidisciplinary, and for smaller municipalities at the moment this scope is too large, they need an external advisory body.
6. Prepare the guidelines on the topic	Different materials, like step by step guides or similar support documents are very welcome to different targets groups.
7. Implement education and informational activities to raise the awareness	Continuous activities should be performed as well as good practice showcases presented, peer to peer

	meetings and similar to rise the knowledge and give examples of implementation and share experiences.

Recommendations by IRI UL

Notes and suggestions for improvement	Direct quotations, examples, contextualizations
18. Integration of various stakeholders and stakeholder groups involved in/required for the realisation of Climate Neutrality Goals (CNR).	Leaders suggest Energy Agencies should develop beyond being a service to municipalities and start working with other stakeholders (e.g. private companies) in a meaningful way. That would enable them to profile themselves as a service provider which functions as an integrator, facilitator, and (sometimes) mediator in the collaborative processes between different stakeholders involved in and/or required for the realisation of concrete Climate Neutrality goals, as well as in the realisations of more long-term strategies, such as those defined in REMARKABLE Climate Neutrality Roadmaps.
19. Provision of support in segments where municipalities lack expertise	In Slovenia, many municipalities lack expertise in specific areas of work, including those of Climate Neutrality transition. This is certainly among key issues and could be addressed by profiling specific support agents that could fill the knowledge gaps as to streamline the processes of planning and implementation of climate action at the municipal and regional levels.
20. Interpretation and instrumentalization of the European Green deal related activities.	Leaders suggest Energy Agencies could develop a service that would support both public and private actors with interpretation and exploitation of Green deal policies and finances. The service could include: • Specialized support for public and private actors, depending on their specific needs and interests, • Streamlined methodologies and procedures for analysis and realisation of green investments,

	• Examples of good practices for both public and private sector.
21. Support with transition to carbon neutral business models.	In relation to the above, Energy Agencies could support both public and private actors in their transition to sustainable business models based on local renewables and closed material loops, fol lowing examples of existing good practices (competition; also transferring good practices between the public and the private sectors).
7. Risk mitigation service.	Another service could be to provide support for cases of failed or unsuccessful projects or processes– as a revision and improvement for optimization of the process.

2.5.4 Other Notes
Notes by ENERGAP

Notes and suggestions for improvement	Direct quotations, examples, contextualizations
3. A similar finding as in the case of Spain - too much bureaucracy and too little time for operational work	All the participants agree that there is too much paperwork in the work processes, too much bureaucratic matters. (Quotation: We became prisoners of paperwork and we neglect the operational level).
4. Leadership structures are set up too politically	Problems with professionalism, misunderstanding, unnecessary obstacles that you encounter in the implementation of projects.
5. Leaders take their leadership role not only as a business but also as a mission	They take care about networking, exchanges, part of their free time is devoted to the leadership.

Notes by IRI UL

Notes and suggestions for improvement	Direct quotations, examples, contextualizations

6. General knowledge regarding the topics REMARKABLE seeks to address is still surprisingly low.	Leaders questioned the assumption, that the topics of climate change, energy transition, and the general consciousness regarding the need and urgency of those are clear to the majority of people. In other words, people are aware that something has to be done with regard to climate change, but the majority has little idea what and how exactly should or must be done. Leaders claim that widespread awareness and knowledge is a false assumption, and that **we should perhaps develop a methodology to identify the level of knowledge people have before upgrading knowledge and skills**. As people are clustered in different level of knowledge when learning a new language, or as they are clustered according to their swimming skills when joining a swimming class, the knowledge (and perhaps some other indicators, such as experiences, skills, interest, time etc.) of individuals, businesses or institutions should be identified in order to match them with the training program and content that matches their level of knowledge, skill, and capacity.
7. People often tend to lack interest in these topics.	Leaders believe absence of motivation and engagement is not always conditioned with financial aspects (incentives or costs) but that people tend to genuinely lack interest in topics of climate neutrality, energy transition etc., and suggest that an investigation into why this is so would be necessary in order to develop REMARKABLE content accordingly.
8. Change management and complex systems theory.	Leaders believe the framing of REMARKALBE as targeting Climate Neutrality is appropriate and relevant, but point out that the core of our business is actually management of change and management of complex systems. These theories and possibly

	relevant experts should be engaged in development of all segments of REMARKABLE, including training programmes, CNRs and, CN services.
9. Small size of the municipalities as a challenge.	In Slovenia, the small size of municipalities was highlighted several times as a negative aspect, restricting the capacity of the small municipalities to take effective action with regard to the Climate Neutrality goals. Specific modalities in this regard include: • Lack of skilled (municipal) workforce that could support implementation of climate neutrality goals, • Restricted resources for public investments (due to the small size of the municipality),
10. Leading with example.	Some Leaders from Slovenia pointed out, that examples lead not only at the levels of individuals, but also on the municipal level. That refers to their observation, that after one municipality implements a progressive policy or carries out a successful project, other municipalities in the neighbourhood often follow (and copy their model). REMARKABLE should therefore not only try to promote piloting successful projects, but also consider how to communicate (and promote) it to the neighbouring municipalities, sharing good practices and inspiring examples.
The state (and legislation) as a barrier on the municipalities' way to success.	Some leaders pointed out several vaguely defined aspects of how the state does not always play a constructive role in the municipalities' climate action. Some mentioned "lack of state support" in terms of finances and engagement, others highlighted specific aspects of the legislation, which impose certain ways of administrative requirements on the

	municipalities, which limit the capacity to act efficiently.

2.6 Spain

Institution	ESCANSL - https://escansa.es/en/
Researchers	Margarita Puente & Francisco Puente
No. of interviews	20
No. of focus groups	1
No. of field visits	2

Spanish partners have conducted an impressive number of interviews in the course of WP2 research activities. They used both face-to-face and on-line interviews to engage with current and emerging leaders of municipalities, energy agencies and one regional energy agency. The purpose of the interviews was mainly framed as an invitation to get involved with the project and/or assess a questionnaire, which they have developed to complement the research and was related to the areas of the project's interests. They visited various sites where climate leaders work to observe their work processes and also to identify priorities for the development of the CLP. To complement the first phase of the research process, they organized an event with 14 participating leaders in Valladolid, reviewing the recommendations and guidelines for development of the CLP which they identified through the ethnographic research activities .

2.6.1 Climate Leadership Programme

Guidelines and recommendations	Direct quotations, examples, and other types of contextualization
Concept development and organizational aspects	

8. Ensure diversity of attendees	- *It is essential*
	- *The experience of projects, such as PENTAHELIX, for all the municipalities in the Covenant of Majors (Pacto de Alcaldes) with all the stakeholders of the territory.*
	- *Select agents and divide them according to their profiles:*
	  o *Public entities*
	  o *Private entities (companies)*
	  o *Academy (university, technological centres, professional associations)*
	  o *NGOs (environmental associations)*
	  o *Citizens (neighborhood associations, consumers associations)*

9. Purpose and goal of the training. Define the values and mission of the event.	- *Knowing all the political initiatives and projects of the thematic: horizon 2050.* - *How to be leaders who convince citizens to get involved* - *Definition of a CLP* - *Exchange of views on the characteristics of a CLP*

63

10. Engage relevant experts. Distinction between content specific experts and learning process facilitators.	- *Experts: energy, environmental and urban planning technicians* - *Leadership from the political side (and training of politicians in small municipalities)* - *Full participation of regional, provincial and local agencies, deputations and selection of small municipalities as demonstrators*
Design	
11. Layout, format, and organization	- *Face-to-face workshop with a complementary event* - *Technical and practical: exchange and technical visits*
12. Focus on personal attitudes and motivations	*The leader should be:* - *Dynamiser* - *With solid arguments* - *Credible* - *Resilient* - *Motivator* - *Believer in what he/she does* - *Hard-working* - *Knowledgeable of the territory* - *With clear and realistic objectives* - *Must believe in the need to make quick progress in actions against climate change* - *Capacity for communication and dissemination*
13. Networking and connection among participants: creating and strengthening	- *Meetings (face-to-face & online), exchanges* - *Social networks, smartphone applications, webinars*
Contents	
14. List of minimum contents for easily identifiable workshops (online, videos…) to facilitate the understanding of the topics	- *Group dynamization* - *Didactics* - *Real and non-theoretical examples* - *Communication tools* - *Training in technologies* - *Waste, transport, mobility, etc*
15. Comprehensive and up-to-date list of relevant EU initiatives, programmes and projects designed	*Legislation and normative*

to support local authorities on their way to Climate Neutrality goals. The ones that have been adapted into the Spanish normative, it is convenient to elaborate a list with the relations EU – Spanish normative/plan	*There are many initiatives at the EU and regional levels intended to support transition into sustainable, climate neutral future.* *EU Green Deal Ley 7/2021 and Long-term decarbonization strategy ELP* *Example:* *EU: 2019, European Union did present a plan to achieve energy efficiency and climate neutrality by 2050.* *Spain: Law 7/2021 on climate change and energy transition as a strategic response to the targets set to make Europe a net zero CO_2 emitting area.* *Environmental agenda 2050* *Long-term decarbonisation stratedy ELP* *Long-term strategy for a modern, competitive and climate -neutral Spanish economy in 2050. To meet Regulation (EU 2018/1999 of the Energy Union and Climate Action, which establishes the need for the development of long-term strategies by Member States, with a perspective of, at least, 30 years. The European Union as such will submit its own long-term strategy to the United Nations in the course of 2020, on the basis of national proposals.* **EU Projects relevant to REMARKABLE** *EU City Facility -providing funding to municipalities for investments in EE y RES* *Covenant of Mayors* *Pentahelix – Assessment to municipalities for SECAPs* *Smart-EPC advanced concept of streetlight&IoT* *Build upon-reducing emissions in buildings* *Replicate project-energy efficiency in three sectors for municipalities* *Some of the leaders seem to have little knowledge/awareness about them or are only vaguely acquainted with what they are about and how they could meaningfully support their local communities on their way to climate neutrality.* *Our Leaders would benefit from a comprehensive list of such initiatives and projects, indicating main benefits, the scope*

	of their support/action, and criteria for eligibility (if applicable).
16. Up to date list and information of Spanish legislation and local municipal regional plans, also targets that are voluntary and targets that are mandatory	*Several of the people that have been participating in the interviews and during th observation day expressed that there are different strategies, normative of national and local level.* *Some of the leaders would like to have a comprehensive guide of the main relations between the national, regional and local normative and plans* *In some municipalities they are interested support the creation of PACES and approva by the municipal Governance* *In other municipalities prefer to create an own plan based on specific targets of emission reduction for the city, example: Municipal plans 5050*
17. Programme of workshops on climate neutrality during the REMARKABLE and inviting all the participants. They are interested to know what other municipalities are doing.	*Many of the Leaders spoke about what we the activities on climate neutrality are doing to reduce emissions that other municipaliti are carrying out* *They would like to have meetings or workshops with other municipalities and exchange experiences* *This can be done similar to the networking RECI Spanish network of smart cities:* *https://reddeciudadesinteligentes.es/*
18. Provide comprehensive and concise definition of the following notions: ✓ Climate Leadership ✓ Climate Neutrality ✓ Net-zero emissions ✓ NZEBs ✓ Fossil-free ✓ Climate neutral roadmap ✓ Carbon Footprint (sello de huella de carbono de edificios) ✓ Energy communities and solar PV self-consumption ✓ Envelope ✓ eV and recharging systems	*Some notions are seen as synonymous to each other and used interchangeably. Sometimes in the interviews the leaders di not know exactly some specific word of climate neutrality. For some notions it is often not clear what concretely they refer t* *Some of the municipalities did not know most of the terms: climate leadership or ne zero emissions* *Some of them say that they are interested be climate leaders or even that they feel a climate leaders because they are working*

✓ Energy poverty and vulnerable	*reduce emissions of their municipality, but they require some notions and clarifications*
	Such is the example of what is the differen between being climate neutral, having net zero emissions and being fossilfee. Making a distinction between these notions has proven to be challenging even for some of most engaged climate leaders involved in research.
	Our Leaders would therefore benefit great if they would have universally applicable definitions of these notions available in a handy and comprehensive format in order use these terms and notions effectively, correctly and with confidence in their daily work.

2.6.2 Climate Neutrality Roadmaps

Guidelines and recommendations	Direct quotations, examples, and other types of contextualization
Baseline	
Start of the roadmap with the present situation, considering current emissions, energy consumptions and city council policies.	- *Emissions/Energy consumption data are available for some city councils (li Valladolid, with baseline since 2012) city councils' buildings* - *Electricity data for some of them are in OPTEEREN* - *Smaller councils have less buildings, also less data*
Sector mapping	
Sectors related to the previous point.	*Each municipality has indicated certain sectors, for example:* - *Municipal transport, public lightning, boiler rooms, self consumption* - *Renewable energy, mobility, industrial and residential*
Stakeholders mapping	
Connecting numerous stakeholders with different profiles (building relationships and collaborations with representatives of different groups). This incl udes non-governmental organizations and	- *The connection and implication of stakeholders is very important.* - *Energy companies, civil society, educational community*

representatives of general public or communities.	- *In some municipalities, working group were created. In one municipality, not many people (citizens) attended the working group meetings*
SWOT analysis	
SWOT analysis	- *Strengths: awareness from the administration, awareness of leaders/decision makers* - *Weaknesses: difficulty to obtain data, lack of resources* - *Opportunities: EU programs, national/regional/local grants* - *Threats: lack of clarity in the agenda, EU, policies, bureaucracy (Public Sec Contracts Act, etc)*
Vision	
Vision and main objectives to achieve climate neutrality in the municipality and when	*The municipalities indicated different sectors to achieve climate neutrality 2050* - *Phasing out or offsetting/replacing pollutant emissions* - *Renovation of private buildings is mor difficult than in public buildings* - *Energy savings: monitoring indicators* -
Recommendations to achieve success in the above points, adjusting to the complexity of each one.	- *Define stages and projects* - *Regulations* - *Fiscal incentives* - *Subsidies* -
Conclusions	- *Resilience of leaders* - *The participation of all is necessary* - *Reduction of bureaucracy* - *It is important to empower the figure o the leader and encourage cooperation and collaboration* -
Energy and emission baseline Baseline of energy and associated CO2 emissions. This can include the emissions by sectors: transport, buildings of the municipality, etc. The level of detail will depend on the existing information	*The municipalities mentioned they would like to know their baseline, as sometimes does not exist or is old data.*

Topics or measures: (in Spain these are of interest)	We (Escan) proposed to the climate lead... a list of more than 10 topics and during th... interviews the climate leaders vote the preferences.
- Local energy communities, using autochthonous resources mainly renewable energies, mainly solar PV - Efficient HCAV system for the municipal buildings - Replacement indoor lighting by LED and include sensor systems (movement sensor, etc) - Electric vehicle	1 Efficient indoor lighting for the municipality buildings 2 Energy communities with PV 3 Efficient heating systems for municipali... buildings and biomass for heating Electric... vehicle EV: acquisition of EV and dischar... systems for those EV in the nearby of the municipality building
Economic assessment Economic assessment for the topics and measures targeted	It is important to know the cost of the measures If one proposed measure is very costly o... the payback is longer than 7 -8 years, it would be very difficult that this proposed measure will be implemented
Stakeholders and Governance: Stakeholders: third parties needed to implement the roadmap. Citizens and neighbours are fundamental, but also SMEs, other public institutions, other private organizations, etc. Governance: Describe the participants and their roles to assure the success of the roadmap	I think that not only the municipality shoul... be involved also other institution as the energy agency
Replicability and scalability potential To explain how the proposed roadmap measures can be replicated in other municipalities in the region or in other regions	Some quotes: The measures for climate neutrality could be replicated in several municipalities I think that some municipalities are more advanced in the goals of climate example PACE 2030 target of reducing emissions 2030, so we could learn f rom them (exchanging possible solutions and solvin... problems).
Social and gender impact To address low income or vulnerable families,	The relevance of the gender equity in the new employment o in the companies to be contracted by the municipalities is seen necessary as stated some of the interviews

Adequation to regional and local sustainable energy priorities and social dynamization	Some quotes: *In this town the plan 50 -50 is one of the priorities so the tasks in REMARKABLE should be complementary; h ere we are planning new installations in 5 schools' buildings*
Schedule for roadmap implementation To include tasks and a timeline for their development	*For the road map to include an estimatior of the number of hours and timeline to implement theproposed improvements fo climate plan*

2.6.3 Climate Neutrality Services

Notes and suggestions for improvement	Direct quotations, examples, contextualizations
1. Support service of energy communities and PV self - consumption	*Energy communities are a newthing. We would like to create in our municipality for public and private buildings a cooperative but we do not know how to organise and ask for financing*
2. Support service to request and manage public funding from Spain or EU	*Some of the municipalitiesold us that there are different financing sources and differe fundings. Some of them only for solar, so of them only for improving building envelope, etc; some of the funding requir months preparation because a feasibility study should be carried ou t other only require administrative documents, etc.* *Several municipalities expressed their interest to achieve financing for self - consumption and for efficient HVAC systems*
3. Capacity building for renewables and energy efficiency	*Most of the municipalitie s express they require capacity building in technical issu of solar PV, efficient heating systems transport – EV and energy communities*

2.6.4 Other Notes

Notes and suggestions for improvement	Direct quotations, examples, contextualizations
11. In general, the participants of the interviews stated that they do not like	*Some quotes:*

the work on the procedures and the bureaucrat documentation	- *I lose time in reporting and bureaucracy* - *As daily work here, the reporting is the thing I do not enjoy; the time I spent that means I cannot focus on project or plans that I am more interested an more beneficial to the municipality* - *I think a simplification in the procedures is very necessary* - *Decision making may be controversi*

2.7 Sweden

Institution	EK-NORR – https://energikontornorr.se/
Researchers	Isabella Katsimenis
No. of interviews	4
No. of focus groups	1
No. of field visits	2

The Norwegian partners performed f ace to face meetings with 3 majors in different municipalities and 1 regional development manager for county of Norrbotten. Field visits in 2 municipalities were performed, one as a guided tour and second as storytelling. For the focus group the 4 leaders met in person with staff from EKNorr. Aspects and notions concerning the CLP and CNR were discussed amongst other things.

2.7.1 Climate Leadership Programme

Guidelines and recommendations	Direct quotations, examples, and other types of contextualization
19. Provide comprehensive and concise definition of the following notions: ✓ Leadership ✓ Climate Leadership ✓ Climate Neutrality ✓ CO2 emissions ✓ Greenhouse gas emissions ✓ National and regional climate and energy targets ✓ Fossil-free ✓ Net-zero emissions ✓ Climate positive ✓ Carbon storage ✓ Climate neutral roadmap ✓ Climate leadership program	*All of our leaders knew about the mentione notions and could refer and describe leadership, climate leadership, CO2 emissions, Greenhouse gas emissions, national and regional clim ate and energy targets, climate neutrality, fossil free, net - zero emissions, climate positive, carbon storage, climate leadership program and climate neutrality roadmap.* *We began a conversation about what climate leadership program and clima neutrality roadmaps shall contain.* *All of them see themselves as leaders or could relate to why we had chosen them a leaders and most of them could also identi themselves as climate leaders as they are working to increase renewables and reduc energy consumption and green hose gas emissions. Some of them say that they ar interested to be climate leaders or even th they feel as t climate leaders because they are working to reduce emissions of their municipality, but they require some notions and clarifications.* *Such is the example of what is the differen between being climate neutral, having net zero emissions and being fossil free. Making a distinction between these notions has proven to be challenging even for some of*

	most engaged climate leaders involved in our research. *Our Leaders would therefore benefit greatly if they would have universally applicable definitions of these notions available in a handy and comprehensive format in order use these terms and notions effectively, correctly and with confidence in their daily work.*
20. **Comprehensive and up-to-date list of relevant EU initiatives, programmes and projects designed to support local authorities on their way to Climate Neutrality goals**. The ones that have been adapted in to the Swedish normative it is convenient to elaborate a list with the relations EU -Swedish normative/plan.	*2.1 Legislation and normative* *There are many initiatives at the EU and regional levels intended to support transition into sustainable, climate neutral future, including:* • Regional development strategy 2030 • Norrbotten's climate and energy strategy 2020–2024 *Regional development strategy 2030* In the regional development strategy, county borad take responsibility for Agenda 2030 by integrating social, environmental and economic sustainability in our focus areas, impact goals, indicators and proposals for measures. *Norrbotten's climate and energy strategy 2020–2024* The purpose of the strategies is to reduce climate change, increase the share of renewable energy and promote energy efficiency and a more efficient transport system. The strategies are designed in collaboration with other regional and local actors. *2.2.- EU Projects relevant to REMARKABL STRATUS* Energikontor Norr works to support 12 municipalities in three work packages; strategy, transport and solar. The goal is for the municipalities to work strategically to find an efficient and successful way to achieve the national energy and climate

	goals adapted to each municipality's conditions. The participating municipalities are Arjeplog, Boden, Gällivare, Haparanda, Jokkmokk, Kalix, Luleå, Pajala, Piteå, Överkalix, Övertorneå, Älvsbyn. The project will contribute to the participating municipalities doing their part so that the national energy and climate goals are achieved. The work also consists of making surveys and starting the implementation of future infrastructure for electric vehicles from a local and regional perspective as well as solar. The work with transports is carried out together with Bio Fuel Region. Stratus is a regional fund project that will support the transition to a low-carbon economy. The project has co-financing from participating municipalities, BioFuel Region, Energy Office North and Region Norrbotten. *Coordination of the Energy and Climate Advisors in the North* Since 1998, Energikontor Norr has been responsible for coordinating municipal energy advice in the Norrbotten municipalities. In recent years, we have also been responsible for the municipalities in Västerbotten. We coordinate energy advice through a regional development manager (RUL). Our regional development manager is Peter Jonsson. *Coordinator of CoM in Norrbotten county* Energikontor Norr coordinate and supply technical and strategical support to the municipalities that wants to join or have already joined the CoM Agreement. This started after Region Norrbotten in 2014 was appointed as the first regional coordinator for the CoM.
3.Up to date list and information of Swedish legislation and local municipal regional plans also targets that are	*We are just concluding a project where we have worked together with 12 of 14 municipalities to streamline national and regional climate targets into local level in*

voluntary and targets that are mandatory	*municipalities. Results from project are that some municipalities has improved their organisation employing staff and starting teams some municipalities has updated goals harmonising them against the national and regional targets. In our county national and regional targets are the same.* *Some of the leaders are asking for possibilities to compare development of targets on local level and asks for a nation streamlining of targets so that it can be possible to compare progress between different municipalities.* *In some municipalities they are interested support the creation of energy plans as a p of national legalization.* *Most of the municipalities we spoke to pref to be part of project development or roadmaps in these initial discussions.*
21. Programme of workshops on climate neutrality during the REMARKABLE and inviting all the participants They are interested to have a framework of climate actions with both small and big climate impact and actions that has high and low costs.	Many of the Leaders said that they are interested in learning from others to improve their work. We discussed how actions are mainly the same in all municipalities in the different sectors, like for mobility or energy efficiency and so on, at least on a national level and therefore common suggestions of actions could be provided on national level so that all municipalities can adapt this framework instead of every municipality creating its own set of actions. In this way a lot of workhours can be saved.
Training workshops to climate leaders in specific topics	Some of the leaders think that there is a need for training in how to express and communicate climate. It can be both written and spoken communication including different terminology like was mentioned in the interview of differences between climate neutrality and net zero emissions vs becoming fossil free. It can also contain targets and goals on national and regional level, and other concepts and notions of importance.

75

![remarkable climate leaders logo]

	There are also municipalities that has taken more steps on the journey like municipality of Oslo who has developed a climate budget that is implemented in all steering systems in the municipality. Some of the leaders are asking for knowledge exchange and how to learn and implement already existing good solutions.

2.7.2 Climate Neutrality Roadmaps

Guidelines and recommendations	Direct quotations, examples, and other types of contextualization
Energy and emission baseline Baseline of energy and associated CO2 emissions. This can include the emissions by sectors transport, buildings of the municipality, etc. The level of detail will depend on the existing information	We are providing this data to all our municipalities from our tool Energiluppen on yearly basis.
Topics or measures: (in Sweden these are of interest) • Developing healthy and regenerative human habitats. • Social sustainability and inner development goals as indicators to measure development. • Climate budget and environmental accounting. • Electric vehicle	We proposed to the climate leaders a list of topics and during the interviews the climate leaders vote the preferences. *1* Climate budget and environmental accounting. *2* Social sustainability and inner development goals. *3 H* ealthy and regenerative human habitats. *4 Electric vehicle EV: acquisition of EV and discharge systems for those EV in the nearby of the municipality building*
Economic assessment Economic assessment for the topics and measures targeted	*It is important to involve financial department in the municipality to raise awareness about upcoming environmental investments to get them included into ordinary budget.*
Stakeholders and Governance: Stakeholders: third parties needed to implement the roadmap. Citizens and neighbours are fundamental, but also SMEs, other public institutions, other private organizations, etc.	Stakeholders: Most municipalities already have an existing collaboration with stakeholders. This will be identified in the roadmap development. Governance: Our roadmap will mainly focus on mapping the existing situation

Governance: Describe the participants and their roles to assure the success of the roadmap	of greenhouse gas emissions including GAP analyse and sectors mapping. Leaders need to have an idea of where the emissions are to know what measures are needed to achieve the emission reduction goals.
Replicability and scalability potential To explain how the proposed roadmap measures can be replicated in other municipalities in the region or in other regions	*As measures for climate neutrality are mo[...] or less the same in most municipalities many measu res could therefore be replicated in other municipalities.*
Social and gender impact Horizontal criteria	We work regularly with horizontal criteria • Environment • Diversity • Equality
Adequation to regional and local sustainable energy priorities and social dynamization	We are working together with municipalities to close the regional and national emission and energy targets.
Schedule for roadmap implementation To include tasks and a timeline for their development	For the road map to include an estimation of the number of hours an timeline to implement the proposed improvements for climate plan

2.7.3 Climate Neutrality Services

Notes and suggestions for improvement	Direct quotations, examples, contextualizations
Support service of climate budget and environmental accounting	*Climate budget, GAP analysis and environmental accounting is something many are asking about. We would like to create a support hub for municipality's helping them in this development.*
Support service to request and ma nage public funding from Sweden or EU	Some of the municipalities told us that there are different financing sources and different fundings they ask for support to participate in.

2.7.4 Other Notes

Notes and suggestions for improvement	Direct quotations, examples, contextualizations

The participants of the interviews stated that they don't want another strategic document to put in the shelf.	Some quotes: • *I want to focus on measures, not in writing or reporting.* • *We have many strategic documents, processes and discussions for that. Now we want to start reducing our emissions.*