# Consortium Agreement

## Building Power: Reducing Building Emissions and Energy Use in Bratislava and Kosice

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Version DESCA HE 2.0, February 2024

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**Attachment 1: Project proposal and Budget** ..... Chyba! Záložka nie je definovaná.

**Attachment 2: Accession document** ..... Chyba! Záložka nie je definovaná.

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## REMARKS

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**CONSORTIUM AGREEMENT**

THIS CONSORTIUM AGREEMENT is based upon Regulation (EU) No 2021/695 of the European Parliament and of the Council of 28 April 2021 establishing Horizon Europe – the Framework Programme for Research and Innovation (2021-2027), laying down its rules for participation and dissemination (hereinafter referred to as "Horizon Europe Regulation"), and on the European Commission's General Model Grant Agreement and its Annexes, and is made on 1 May 2024 , hereinafter referred to as the Effective Date.

**BETWEEN:**

**CITY OF KOSICE**, Trieda SNP 48/A, 040 11 Košice, Slovak Republic , the Coordinator or the Lead Beneficiary

**BRATISLAVA THE CAPITAL CITY OF SLOVAKIA,** Bratislava, Primaciálne námestie 1, 811 01 Bratislava, Slovak Republic

**ETP SLOVAKIA – CENTER FOR SUSTAINABLE DEVELOPMENT**, Tajovského 737/1, 040 01 Košice, Slovak Republic

hereinafter, jointly or individually, referred to as" Parties" or "Party"

relating to the Action entitled

**BUILDING POWER: REDUCING BUILDING EMISSIONS AND ENERGY USE IN BRATISLAVA AND KOSICE**

in short **BUILDING POWER**

hereinafter referred to as "Project"

**WHEREAS:**

The Parties, having considerable experience in the field concerned, have submitted within the framework of the NetZeroCities Pilot Cities Programme, Cohorot 2 a proposal for the Project "Building Power: Reducing Building Emissions and Energy Use in Bratislava and Kosice", Acronym: Building Power" to the Granting Authority, which is Climate-KIC Holding B.V., Award Agreement no SGA NZC 101121530 - Subgrant – PCP2 - Kosice - 24-26.

The Parties wish to specify or supplement binding commitments among themselves in addition to the provisions of the specific Award Agreement to be signed by the Lead Beneficiary and the Granting Authority (hereinafter "Award Agreement").

The Parties are aware that this Consortium Agreement is based upon the DESCA model consortium agreement.

**NOW, THEREFORE, IT IS HEREBY AGREED AS FOLLOWS:**

# 1 Definitions

## 1.1 Definitions

Words beginning with a capital letter shall have the meaning defined either herein or in the Horizon Europe Regulation or in the Award Agreement including its Annexes.

## 1.2 Additional Definitions

**“Consortium Body”**

Consortium Body means any management body described in Section 6.1 of this Consortium Agreement.

**“Defaulting Party”**

Defaulting Party means a Party which the General Assembly has declared to be in breach of this Consortium Agreement and/or the Award Agreement as specified in Section 4.2 of this Consortium Agreement.

**“Granting Authority”**

Granting Authority means the body awarding the grant for the Project.

**“Needed”.**

Needed means:

*For the implementation of the Project:*

Access Rights are Needed if, without the grant of such Access Rights, carrying out the tasks assigned to the recipient Party would be technically or legally impossible, significantly delayed, or require significant additional financial or human resources.

**“Project”**

Description of the Action and the related budget as first defined by the Award Agreement SGA NZC 101121530 - Subgrant – PCP2 - Kosice - 24-26 and attached as Annex 1.

**“Software”**

Software means sequences of instructions to carry out a process in, or convertible into, a form executable by a computer and fixed in any tangible medium of expression.

# 2 Purpose

The purpose of this Consortium Agreement is to specify with respect to the Project the relationship among the Parties, in particular concerning the organisation of the work between the Parties, the management of the Project and the rights and obligations of the Parties concerning inter alia liability, Access Rights and dispute resolution.

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# 3 Entry into force, duration and termination

## 3.1 Entry into force

An entity becomes a Party to this Consortium Agreement upon signature of this Consortium Agreement by a duly authorised representative.

This Consortium Agreement shall have effect from the Effective Date identified at the beginning of this Consortium Agreement.

An entity becomes a new Party to the Consortium Agreement upon signature of the accession document (Attachment 2) by the new Party and the Coordinator. Such accession shall have effect from the date identified in the accession document.

## 3.2 Duration and termination

This Consortium Agreement shall continue in full force and effect until complete fulfilment of all obligations undertaken by the Parties under the Award Agreement and under this Consortium Agreement.

However, this Consortium Agreement or the participation of one or more Parties to it may be terminated in accordance with the terms of this Consortium Agreement.

If

- the Award Agreement is not signed by the Granting Authority or a Party, or
- the Award Agreement is terminated, or
- a Party's participation in the Award Agreement is terminated,

this Consortium Agreement shall automatically terminate in respect of the Party/ies concerned, subject to the provisions surviving the expiration or termination under Section 3.3 of this Consortium Agreement.

## 3.3 Survival of rights and obligations

The provisions relating to Access Rights, Dissemination and confidentiality, for the time period mentioned therein, as well as for liability, applicable law and settlement of disputes shall survive the expiration or termination of this Consortium Agreement.

Termination shall not affect any rights or obligations of a Party leaving the Project incurred prior to the date of termination, unless otherwise agreed between the General Assembly and the leaving Party. This includes the obligation to provide all necessary input, deliverables and documents for the period of its participation.

# 4 Responsibilities of Parties

## 4.1 General principles

Each Party undertakes to take part in the efficient implementation of the Project, and to cooperate, perform and fulfil, promptly and on time, all of its obligations under the Award Agreement and this Consortium Agreement as may be reasonably required from it and in a manner of good faith as prescribed by law of the Lead Beneficiary.

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Each Party undertakes to notify promptly the Granting Authority and the other Parties, in accordance with the governance structure of the Project, of any significant information, fact, problem or delay likely to affect the Project.

Each Party shall promptly provide all information reasonably required by a Consortium Body to carry out its tasks and shall responsibly manage the access of its employees to the EU Funding & Tenders Portal.

Each Party shall take reasonable measures to ensure the accuracy of any information or materials it supplies to the other Parties.

### 4.2 Breach

In the event that the General Assembly identifies a breach by a Party of its obligations under this Consortium Agreement or the Award Agreement (e.g. improper implementation of the Project), the Coordinator or, if the Coordinator is in breach of its obligations, the Party appointed by the General Assembly, will give formal notice to such Party requiring that such breach will be remedied within 30 calendar days from the date of receipt of the written notice by the Party.

If such breach is substantial and is not remedied within that period or is not capable of remedy, the General Assembly may decide to declare the Party to be a Defaulting Party and to decide on the consequences thereof which may include termination of its participation.

### 4.3 Involvement of third parties

A Party that enters into a subcontract or otherwise involves third parties (including but not limited to Affiliated Entities or other Participants) in the Project remains responsible for carrying out its relevant part of the Project and for such third party's compliance with the provisions of this Consortium Agreement and of the Award Agreement. Such Party has to ensure that the involvement of third parties does not affect the rights and obligations of the other Parties under this Consortium Agreement and the Award Agreement.

### 4.4 Specific responsibilities regarding data protection

Where necessary, the Parties shall cooperate in order to enable one another to fulfil legal obligations arising under applicable data protection laws (*the Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data and relevant national data protection law applicable to said Party*) within the scope of the performance and administration of the Project and of this Consortium Agreement.

In particular, the Parties shall, where necessary, conclude a separate data processing, data sharing and/or joint controller agreement before any data processing or data sharing takes place.

## 5 Liability towards each other

### 5.1 No warranties

In respect of any information or materials (incl. Results) supplied by one Party to another under the Project, no warranty or representation of any kind is made, given or implied as to the sufficiency or fitness for purpose nor as to the absence of any infringement of any proprietary rights of third parties.

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Therefore,

- the recipient Party shall in all cases be entirely and solely liable for the use to which it puts such information and materials, and
- no Party granting Access Rights shall be liable in case of infringement of proprietary rights of a third party resulting from any other Party (or its entities under the same control) exercising its Access Rights.

### 5.2 Limitations of contractual liability

No Party shall be responsible to any other Party for any indirect or consequential loss or similar damage such as, but not limited to, loss of profit, loss of revenue or loss of contracts, except in case of breach of confidentiality.

A Party's aggregate liability towards the other Parties collectively shall be limited to the Party's share of the total costs of the Project as identified in Attachment 1.

A Party's liability shall not be limited under either of the two foregoing paragraphs to the extent such damage was caused by a wilful act or gross negligence or to the extent that such limitation is not permitted by law.

### 5.3 Damage caused to third parties

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

### 5.4 Force Majeure

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

Each Party will notify the General Assembly of any Force Majeure without undue delay. If the consequences of Force Majeure for the Project are not overcome within 6 weeks after such notice, the transfer of tasks - if any - shall be decided by the General Assembly.

## 6 Governance structure

### 6.1 General structure

The organisational structure of the consortium shall comprise the following Consortium Bodies:

The **General Assembly** is the decision-making body of the consortium.

The **Coordinator** is the legal entity acting as the intermediary between the Parties and the Granting Authority. The Coordinator shall, in addition to its responsibilities as a Party, perform the tasks assigned to it as described in the Award Agreement and this Consortium Agreement.

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## 6.2 Members of the General Assembly

The General Assembly shall consist of one representative of each Party (hereinafter referred to as "Member"). Each Member shall be deemed to be duly authorised to deliberate, negotiate and decide on all matters listed in Section 6.3.7 of this Consortium Agreement.

The Coordinator shall chair all meetings of the General Assembly, unless decided otherwise by the General Assembly.

The Parties agree to abide by all decisions of the General Assembly.

This does not prevent the Parties from exercising their veto rights, according to Section 6.3.5, or from submitting a dispute for resolution in accordance with the provisions of settlement of disputes in Section 11.8 of this Consortium Agreement.

## 6.3 Operational procedures for the General Assembly:

6.3.1 Representation in meetings

Any Member:

- should be present or represented at any meeting;
- may appoint a substitute or a proxy to attend and vote at any meeting;
- and shall participate in a cooperative manner in the meetings.

6.3.2 Preparation and organisation of meetings

*6.3.2.1 Convening meetings*

The chairperson shall convene ordinary meetings of the General Assembly at least once every six months and shall also convene extraordinary meetings at any time upon written request of any Member.

*6.3.2.2 Notice of a meeting*

The chairperson shall give written notice of a meeting to each Member as soon as possible and no later than 14 calendar days preceding an ordinary meeting and 7 calendar days preceding an extraordinary meeting.

*6.3.2.3 Sending the agenda*

The chairperson shall prepare and send each Member an agenda no later than 14 calendar days preceding the meeting, or 7 calendar days before an extraordinary meeting.

*6.3.2.4 Adding agenda items*

Any agenda item requiring a decision by the Members must be identified as such on the agenda.

Any Member may add an item to the original agenda by written notice to all of the other Members no later than 7 calendar days preceding the meeting and 2 days preceding an extraordinary meeting.

*6.3.2.5*

During a meeting of the General Assembly the Members present or represented can unanimously agree to add a new item to the original agenda.

*6.3.2.6*

Meetings of the General Assembly may also be held by tele- or videoconference or other telecommunication means.

*6.3.2.7*

Decisions will only be binding once the relevant part of the minutes has been accepted according to Section 6.3.6.2.

6.3.3 Decisions without a meeting

Any decision may also be taken without a meeting if

a) the Coordinator circulates to all Members of the General Assembly a suggested decision with a deadline for responses of at least 10 calendar days after receipt by a Party and

b) the decision is agreed by 51 % of all Parties.

The Coordinator shall inform all the Members of the outcome of the vote.

A veto according to Section 6.3.5 may be submitted up to 10 calendar days after receipt of this information.

The decision will be binding after the Coordinator sends a notification to all Members. The Coordinator will keep records of the votes and make them available to the Parties on request.

6.3.4 Voting rules and quorum

*6.3.4.1*

The General Assembly shall not deliberate and decide validly in meetings unless two-thirds (2/3) of its Members are present or represented (quorum).

If the quorum is not reached, the chairperson of the General Assembly shall convene another ordinary meeting within 15 calendar days. If in this meeting the quorum is not reached once more, the chairperson shall convene an extraordinary meeting which shall be entitled to decide even if less than the quorum of Members is present or represented.

*6.3.4.2*

Each Member present or represented in the meeting shall have one vote.

*6.3.4.3*

A Party which the General Assembly has declared according to Section 4.2 to be a Defaulting Party may not vote.

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*6.3.4.4*

Decisions shall be taken by a majority of two-thirds (2/3) of the votes cast.

6.3.5 Veto rights

*6.3.5.1*

A Party which can show that its own work, time for performance, costs, liabilities, intellectual property rights or other legitimate interests would be severely affected by a decision of the General Assembly may exercise a veto with respect to the corresponding decision or relevant part of the decision.

*6.3.5.2*

When the decision is foreseen on the original agenda, a Party may only veto such a decision during the meeting.

*6.3.5.3*

When a decision has been taken on a new item added to the agenda before or during the meeting, a Party may veto such decision during the meeting or within 15 calendar days after receipt of the draft minutes of the meeting.

*6.3.5.4*

When a decision has been taken without a meeting a Party may veto such decision within 10 calendar days after receipt of the written notice by the chairperson of the outcome of the vote.

*6.3.5.5*

In case of exercise of veto, the Parties shall make every effort to resolve the matter which occasioned the veto to the general satisfaction of all Parties.

*6.3.5.6*

A Party may neither veto decisions relating to its identification to be in breach of its obligations nor to its identification as a Defaulting Party. The Defaulting Party may not veto decisions relating to its participation and termination in the consortium or the consequences of them.

*6.3.5.7*

A Party requesting to leave the consortium may not veto decisions relating thereto.

6.3.6 Minutes of meetings

*6.3.6.1*

The chairperson shall be responsible for taking minutes of each meeting which shall be the formal record of all decisions taken. He/she shall send draft minutes to all Members within 10 calendar days of the meeting.

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*6.3.6.2*

The minutes shall be considered as accepted if, within 10 calendar days from receipt, no Party has sent an objection to the chairperson with respect to the accuracy of the draft minutes by written notice.

*6.3.6.3*

The chairperson shall send the accepted minutes to all the Members, and to the Coordinator, who shall retain copies of them.

6.3.7 Decisions of the General Assembly

The General Assembly shall be free to act on its own initiative to formulate proposals and take decisions in accordance with the procedures set out herein.

The following decisions shall be taken by the General Assembly:

Content, finances and intellectual property rights

- Proposals for changes to Annexes 1 and 2 of the Award Agreement to be agreed by the Granting Authority
- Changes to the Project

Evolution of the consortium

- Entry of a new Party to the Project and approval of the settlement on the conditions of the accession of such a new Party
- Withdrawal of a Party from the Project and the approval of the settlement on the conditions of the withdrawal
- Proposal to the Granting Authority for a change of the Coordinator
- Proposal to the Granting Authority for suspension of all or part of the Project
- Proposal to the Granting Authority for termination of the Project and the Consortium Agreement

Breach, defaulting party status and litigation

- Identification of a breach by a Party of its obligations under this Consortium Agreement or the Award Agreement
- Declaration of a Party to be a Defaulting Party
- Remedies to be performed by a Defaulting Party
- Termination of a Defaulting Party's participation in the consortium and measures relating thereto
- Steps to be taken for litigation purposes and the coverage of litigation costs in case of joint claims of the parties of the consortium against a Party (e.g. Section 7.1.4)

In the case of abolished tasks as a result of a decision of the General Assembly, Members shall rearrange the tasks of the Parties concerned. Such rearrangement shall take into consideration any prior legitimate commitments which cannot be cancelled.

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## 6.4 Coordinator

6.4.1

The Coordinator or the Lead Beneficiary as referred in the Award Agreement shall be the intermediary between the Parties and the Granting Authority and shall perform all tasks assigned to it as described in the Award Agreement and in this Consortium Agreement.

6.4.2

In particular, the Coordinator shall be responsible for:

- monitoring compliance by the Parties with their obligations under this Consortium Agreement and the Award Agreement
- keeping the address list of Members and other contact persons updated and available
- collecting, reviewing to verify consistency and submitting reports, other deliverables (including financial statements and related certification) and specific requested documents to the Granting Authority
- preparing the meetings, proposing decisions and preparing the agenda of General Assembly meetings, chairing the meetings, preparing the minutes of the meetings and monitoring the implementation of decisions taken at meetings
- transmitting promptly documents and information connected with the Project to any other Party concerned
- administering the financial contribution of the Granting Authority and fulfilling the financial tasks described in Section 7.2
- providing, upon request, the Parties with official copies or originals of documents that are in the sole possession of the Coordinator when such copies or originals are necessary for the Parties to present claims.

If one or more of the Parties is late in submission of any Project deliverable, the Coordinator may nevertheless submit the other Parties' Project deliverables and all other documents required by the Award Agreement to the Granting Authority in time.

6.4.3

If the Coordinator fails in its coordination tasks, the General Assembly may propose to the Granting Authority to change the coordinator.

6.4.4

The Coordinator shall not be entitled to act or to make legally binding declarations on behalf of any other Party or of the consortium, unless explicitly stated otherwise in the Award Agreement or this Consortium Agreement.

6.4.5

The Coordinator shall not enlarge its role beyond the tasks specified in this Consortium Agreement and in the Award Agreement.

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# 7 Financial provisions

## 7.1 General Principles

### 7.1.1 Distribution of Financial Contribution

The financial contribution of the Granting Authority to the Project shall be distributed by the Coordinator according to:

- the Project
- the approval of reports by the Granting Authority, and
- the provisions of payment in Section 7.2.

A Party shall be funded only for its tasks carried out in accordance with the Project.

### 7.1.2 Justifying Costs

In accordance with its own usual accounting and management principles and practices, each Party shall be solely responsible for justifying its costs (and those of its Affiliated Entities, if any) with respect to the Project towards the Granting Authority. Neither the Coordinator nor any of the other Parties shall be in any way liable or responsible for such justification of costs towards the Granting Authority.

### 7.1.3 Funding Principles

A Party that spends less than its allocated share of the budget as set out in the Project or – in case of reimbursement via unit costs - implements less units than foreseen in the Project will be funded in accordance with its units/actual duly justified eligible costs only.

A Party that spends more than its allocated share of the budget as set out in the Project will be funded only in respect of duly justified eligible costs up to an amount not exceeding that share.

### 7.1.4 Excess payments

A Party has received excess payment

a) if the payment received from the Coordinator exceeds the amount declared or

b) if a Party has received payments but, within the last year of the Project, its real Project costs fall significantly behind the costs it would be entitled to according to the Project.

In case a Party has received excess payment, the Party has to inform the Coordinator and the Party has to return the relevant amount to the Coordinator without undue delay. In case no refund takes place within 30 days upon request for return of excess payment from the Coordinator, the Party is in substantial breach of the Consortium Agreement.

Amounts which are not refunded by a breaching Party and which are not due to the Granting Authority, shall be apportioned by the Coordinator to the remaining Parties pro rata according to their share of total costs of the Project as identified in the Budget, until recovery from the breaching Party is possible. The General Assembly decides on any legal actions to be taken against the breaching Party according to Section 6.3.7 .

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#### 7.1.5 Revenue

In case a Party earns any revenue that is deductible from the total funding as set out in the Project, the deduction is only directed toward the Party earning such revenue. The other Parties' financial share of the budget shall not be affected by one Party's revenue. In case the relevant revenue is more than the allocated share of the Party as set out in the Work Plan, the Party shall reimburse the funding reduction suffered by other Parties.

#### 7.1.6 Financial Consequences of the termination of the participation of a Party

A Party leaving the consortium shall refund to the Coordinator any payments it has received except the amount of contribution accepted by the Granting Authority.

In addition, a Defaulting Party shall, within the limits specified in Section 5.2 of this Consortium Agreement, bear any reasonable and justifiable additional costs occurring to the other Parties in order to perform the leaving Party´s task and necessary additional efforts to fulfil them as a consequence of the Party leaving the consortium. The General Assembly should agree on a procedure regarding additional costs which are not covered by the Defaulting Party.

## 7.2 Payments

#### 7.2.1 Payments to Parties are the exclusive task of the Coordinator

In particular, the Coordinator shall:

- notify the Party concerned promptly of the date and composition of the amount transferred to its bank account, giving the relevant references
- perform diligently its tasks in the proper administration of any funds and in maintaining financial accounts
- undertake to keep the Granting Authority's financial contribution to the Project separated from its normal business accounts, its own assets and property, except if the Coordinator is a Public Body or is not entitled to do so due to statutory legislation.

With reference to Article 3 of the Award Agreement (The Award, Payment Terms and Book-keeping), no Party shall before the end of the Project receive more than its allocated share of the maximum grant. amount less the amounts retained by the Granting Authority for the final payment.

#### 7.2.2 Payment mode

Actual Cost Grant

The transfer of the initial prefinancing, the additional prefinancing (if any) and interim payments to Parties will be handled in accordance with Article 3 of the Award Agreement (The Award, Payment Terms and Book-keeping) following this payment schedule:

Funding of costs included in the Project Proposal and Budget will be paid by the Coordinator to the Parties after receipt of payments from the Granting Authority in separate instalments as agreed below:

| | |
|---|---|
| 50 % | initial prefinancing on receipt of prefinancing by coordinator |

| | |
|---|---|
| Up to 40 % | further prefinancing upon receipt and approval by the Granting Authority of first periodic or interim report |
| | final balancepayment upon receipt and approval by the Granting Authority of the final report |

Funding for costs accepted by the Granting Authority will be paid by the Coordinator to the Party concerned no later than 15 days after the receipt of payment from the Granting Authority.

The Coordinator is entitled to withhold any payments due to a Party identified by the General Assembly to be in breach of its obligations under this Consortium Agreement or the Award Agreement or to a Beneficiary which has not yet signed this Consortium Agreement.

The Coordinator is entitled to recover any payments already paid to a Defaulting Party except the costs already claimed by the Defaulting Party and accepted by the Granting Authority. The Coordinator is equally entitled to withhold payments to a Party when this is suggested by or agreed with the Granting Authority.

# 8 Results

## 8.1 Ownership of Results

Results are owned by the Party that generates them.

## 8.2 Joint ownership

Joint ownership is governed by the Award Agreement Article 5 (Ownership of Results) , with the following additions:

In case of joint ownership, each of the joint owners shall be entitled to Exploit the joint Results as it sees fit, and to grant non-exclusive licenses, without obtaining any consent from, paying compensation to, or otherwise accounting to any other joint owner, unless otherwise agreed between the joint owners.

The joint owners shall agree on all protection measures and the division of related cost in advance.

## 8.3 Transfer of Results

8.3.1

Each Party may transfer ownership of its own Results, including its share in jointly owned Results, following the procedures of the Award Agreement Article 5 (Ownership of Results).

The transferring Party shall, however, at the time of the transfer, inform the other Parties of such transfer and shall ensure that the rights of the other Parties under the Consortium Agreement and the Award Agreement will not be affected by such transfer.

8.3.2

The obligations above apply only for as long as other Parties still have - or still may request - Access Rights to the Results.

## 8.4 Dissemination

8.4.1

For the avoidance of doubt, the confidentiality obligations set out in Section 10 apply to all dissemination activities described in this Section 8.4 as far as Confidential Information is involved.

8.4.2 Dissemination of own (including jointly owned) Results

*8.4.2.1*

During the Project and for a period of 1 year after the end of the Project, the dissemination of own Results by one or several Parties including but not restricted to publications and presentations, shall be governed by the procedure of Article 8 (Promoting the Project – visibility of EU Funding.

Prior notice of any planned publication shall be given to the other Parties at least 45 calendar days before the publication. Any objection to the planned publication shall be made in accordance with the Award Agreement by written notice to the Coordinator and to the Party or Parties proposing the dissemination within 30 calendar days after receipt of the notice. If no objection is made within the time limit stated above, the publication is permitted.

*8.4.2.2*

An objection is justified if

a) the protection of the objecting Party's Results or Background would be adversely affected, or

b) the objecting Party's legitimate interests in relation to its Results or Background would be significantly harmed, or

c) the proposed publication includes Confidential Information of the objecting Party.

The objection has to include a precise request for necessary modifications.

*8.4.2.3*

If an objection has been raised the involved Parties shall discuss how to overcome the justified grounds for the objection on a timely basis (for example by amendment to the planned publication and/or by protecting information before publication) and the objecting Party shall not unreasonably continue the opposition if appropriate measures are taken following the discussion.

*8.4.2.4*

The objecting Party can request a publication delay of not more than 90 calendar days from the time it raises such an objection. After 90 calendar days the publication is permitted, provided that the objections of the objecting Party have been addressed.

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#### 8.4.3 Dissemination of another Party’s unpublished Results or Background

A Party shall not include in any dissemination activity another Party's Results without obtaining the owning Party's prior written approval unless they are already published.

#### 8.4.4 Cooperation obligations

The Parties undertake to cooperate to allow the timely submission, examination, publication and defence of any dissertation or thesis for a degree that includes their Results subject to the confidentiality and publication provisions agreed in this Consortium Agreement.

#### 8.4.5 Use of names, logos or trademarks

Nothing in this Consortium Agreement shall be construed as conferring rights to use in advertising, publicity or otherwise the name of the Parties or any of their logos or trademarks without their prior written approval.

# 9 Access Rights

## 9.1 General Principles

9.1.1

Each Party shall implement its tasks in accordance with the Project and shall bear sole responsibility for ensuring that its acts within the Project do not knowingly infringe third party property rights.

9.1.2

Any Access Rights granted exclude any rights to sublicense unless expressly stated otherwise.

9.1.3

Access Rights shall be free of any administrative transfer costs.

9.1.4

Access Rights are granted on a non-exclusive basis.

9.1.5

Results shall be used only for the purposes for which Access Rights to it have been granted.

9.1.6

All requests for Access Rights shall be made in writing. The granting of Access Rights may be made conditional on the acceptance of specific conditions aimed at ensuring that these rights will be used only for the intended purpose and that appropriate confidentiality obligations are in place.

9.1.7

The requesting Party must show that the Access Rights are Needed.

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## 9.2 Access Rights for implementation

Access Rights to Results Needed for the performance of the own work of a Party under the Project shall be granted on a royalty-free basis.

## 9.3 Access Rights for Exploitation

9.3.1 Access Rights to Results

Access Rights to Results if Needed for Exploitation of a Party's own Results shall be granted on a royalty-free basis.

9.3.2

Access Rights to Background if Needed for Exploitation of a Party’s own Results, shall be granted on Fair and Reasonable conditions.

9.3.3

A request for Access Rights may be made up to twelve months after the end of the Project or, in the case of Section 9.6.2.1.2, after the termination of the requesting Party’s participation in the Project.

## 9.4 Access Rights for entities under the same control

Entities under the same control have Access Rights under the conditions of the Award Agreement Article 5 (Ownership of Results) .

Such Access Rights must be requested by the entity under the same control from the Party that holds the Results. Alternatively, the Party granting the Access Rights may individually agree with the Party requesting the Access Rights to have the Access Rights include the right to sublicense to the latter's entity under the same control. Access Rights to an entity under the same control shall be granted on Fair and Reasonable conditions and upon written bilateral agreement.

Entities under the same control which obtain Access Rights in return fulfil all confidentiality obligations accepted by the Parties under the Award Agreement or this Consortium Agreement as if such entities were Parties.

Access Rights may be refused to entities under the same control if such granting is contrary to the legitimate interests of the Party which owns the Results.

Access Rights granted to any entity under the same control are subject to the continuation of the Access Rights of the Party with whom it is under the same control, and shall automatically terminate upon termination of the Access Rights granted to such Party.

Upon cessation of the status as an entity under the same control, any Access Rights granted to such former entity under the same control shall lapse.

Further arrangements with entities under the same control may be negotiated in separate agreements.

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## 9.5 Additional Access Rights

For the avoidance of doubt any grant of Access Rights not covered by the Award Agreement or this Consortium Agreement shall be at the absolute discretion of the owning Party and subject to such terms and conditions as may be agreed between the owning and receiving Parties.

## 9.6 Access Rights for Parties entering or leaving the consortium

### 9.6.1 New Parties entering the consortium

As regards Results developed before the accession of the new Party, the new Party will be granted Access Rights on the conditions applying for Access Rights.

### 9.6.2 Parties leaving the consortium

#### *9.6.2.1 Access Rights granted to a leaving Party*

##### *9.6.2.1.1 Defaulting Party*

Access Rights granted to a Defaulting Party and such Party's right to request Access Rights shall cease immediately upon receipt by the Defaulting Party of the formal notice of the decision of the General Assembly to terminate its participation in the consortium.

##### *9.6.2.1.2 Non-defaulting Party*

A non-defaulting Party leaving voluntarily and with the other Parties' consent shall have Access Rights to the Results developed until the date of the termination of its participation.

It may request Access Rights within the period of time specified in Section 9.3.3.

#### *9.6.2.2 Access Rights to be granted by any leaving Party*

Any Party leaving the Project shall continue to grant Access Rights pursuant to the Award Agreement and this Consortium Agreement as if it had remained a Party for the whole duration of the Project.

## 9.7 Specific Provisions for Access Rights to Software

For the avoidance of doubt, the general provisions for Access Rights provided for in this Section 9 are applicable also to Software.

Parties' Access Rights to Software do not include any right to receive source code or object code ported to a certain hardware platform or any right to receive respective Software documentation in any particular form or detail, but only as available from the Party granting the Access Rights.

# 10 Non-disclosure of information

## 10.1

All information in whatever form or mode of communication, which is disclosed by a Party (the "Disclosing Party") to any other Party (the "Recipient") in connection with the Project during its implementation and which has been explicitly marked as "confidential" or "sensitive" at the time of disclosure, or when disclosed orally has been identified as confidential at the time of disclosure and has

been confirmed and designated in writing within 15 calendar days from oral disclosure at the latest as confidential information by the Disclosing Party, is “Confidential Information”.

## 10.2

The Recipient hereby undertakes in addition and without prejudice to any commitment on non-disclosure under the Award Agreement, for a period of 5 years after the final payment of the Granting Authority:

- not to use Confidential Information otherwise than for the purpose for which it was disclosed;
- not to disclose Confidential Information without the prior written consent by the Disclosing Party;
- to ensure that internal distribution of Confidential Information by a Recipient shall take place on a strict need-to-know basis; and
- to return to the Disclosing Party, or destroy, on request all Confidential Information that has been disclosed to the Recipient including all copies thereof and to delete all information stored in a machine-readable form to the extent practically possible. The Recipient may keep a copy to the extent it is required to keep, archive or store such Confidential Information because of compliance with applicable laws and regulations or for the proof of on-going obligations provided that the Recipient complies with the confidentiality obligations herein contained with respect to such copy.

## 10.3

The Recipient shall be responsible for the fulfilment of the above obligations on the part of its employees or third parties involved in the Project and shall ensure that they remain so obliged, as far as legally possible, during and after the end of the Project and/or after the termination of the contractual relationship with the employee or third party.

## 10.4

The above shall not apply for disclosure or use of Confidential Information, if and in so far as the Recipient can show that:

- the Confidential Information has become or becomes publicly available by means other than a breach of the Recipient’s confidentiality obligations;
- the Disclosing Party subsequently informs the Recipient that the Confidential Information is no longer confidential;
- the Confidential Information is communicated to the Recipient without any obligation of confidentiality by a third party who is to the best knowledge of the Recipient in lawful possession thereof and under no obligation of confidentiality to the Disclosing Party;
- the disclosure or communication of the Confidential Information is foreseen by provisions of the Award Agreement;
- the Confidential Information, at any time, was developed by the Recipient completely independently of any such disclosure by the Disclosing Party;
- the Confidential Information was already known to the Recipient prior to disclosure, or
- the Recipient is required to disclose the Confidential Information in order to comply with applicable laws or regulations or with a court or administrative order, subject to the provision Section 10.7 hereunder.

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### 10.5

The Recipient shall apply the same degree of care with regard to the Confidential Information disclosed within the scope of the Project as with its own confidential and/or proprietary information, but in no case less than reasonable care.

### 10.6

Each Recipient shall promptly inform the relevant Disclosing Party by written notice of any unauthorised disclosure, misappropriation or misuse of Confidential Information after it becomes aware of such unauthorised disclosure, misappropriation or misuse.

### 10.7

If any Recipient becomes aware that it will be required, or is likely to be required, to disclose Confidential Information in order to comply with applicable laws or regulations or with a court or administrative order, it shall, to the extent it is lawfully able to do so, prior to any such disclosure.

- notify the Disclosing Party, and
- comply with the Disclosing Party's reasonable instructions to protect the confidentiality of the information.

# 11 Miscellaneous

## 11.1 Attachments, inconsistencies and severability

This Consortium Agreement consists of this core text and:

- Attachment 1 (Project)
- Attachment 2 (Accession document)

In case the terms of this Consortium Agreement are in conflict with the terms of the Award Agreement, the terms of the latter shall prevail. In case of conflicts between the attachments and the core text of this Consortium Agreement, the latter shall prevail.

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

## 11.2 No representation, partnership or agency

Except as otherwise provided in Section 6.4.4, no Party shall be entitled to act or to make legally binding declarations on behalf of any other Party or of the consortium. Nothing in this Consortium Agreement shall be deemed to constitute a joint venture, agency, partnership, interest grouping or any other kind of formal business grouping or entity between the Parties.

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## 11.3 Formal and written notices

Any notice to be given under this Consortium Agreement shall be addressed to the recipients as listed in the most current address list kept by the Coordinator.

Any change of persons or contact details shall be immediately communicated to the Coordinator by written notice. The address list shall be accessible to all Parties.

Formal notices:

If it is required in this Consortium Agreement (Sections 4.2, 9.6.2.1.1 and 11.4) that a formal notice, consent or approval shall be given, such notice shall be signed by an authorised representative of a Party and shall either be served personally or sent by mail with recorded delivery with acknowledgement of receipt.

Written notice:

Where written notice is required by this Consortium Agreement, this is fulfilled also by other means of communication such as e-mail.

## 11.4 Assignment and amendments

Except as set out in Section 8.3, no rights or obligations of the Parties arising from this Consortium Agreement may be assigned or transferred, in whole or in part, to any third party without the other Parties' prior formal approval.

Amendments and modifications to the text of this Consortium Agreement not explicitly listed in Section 6.3.7 require a separate written agreement to be signed between all Parties.

## 11.5 Mandatory national law

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

## 11.6 Language

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

## 11.7 Applicable law

This Consortium Agreement shall be construed in accordance with and governed by the laws of the Lead Beneficiary excluding its conflict of law provisions.

## 11.8 Settlement of disputes

The Parties shall endeavour to settle their disputes amicably.

All disputes arising out of or in connection with this Consortium Agreement which cannot be resolved amicably shall be settled according to the law of the Consortium Coordinator.

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# 12 Signatures

**AS WITNESS:**

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

**City of Košice, the Coordinator**

Signature

Name Jaroslav Polaček

Title Mayor

Date

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**BRATISLAVA THE CAPITAL CITY OF SLOVAKIA**

Signature

Name Matúš Valo

Title Mayor

Date

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**ETP SLOVAKIA – CENTER FOR SUSTAINABLE DEVELOPMENT**

Signature

Name Veronika Poklembová

Title CEO

Date

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NET ZERO CITIES

EU MISSION PLATFORM | CLIMATE NEUTRAL AND SMART CITIES

NetZeroCities Pilot Cities Programme, Cohort 2 (2023)

# Building Power

City of Kosice

eit Climate-KIC

Funded by the European Union

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This Call for Pilot Cities is open to proposals for funding under Horizon Europe, Grant Agreement number: HORIZON-RIA-SGA-NZC-101121530

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| Proposal Details | |
|---|---|
| Call for Proposal | NetZeroCities Pilot Cities Programme, Cohort 2 (2023) |
| Title | Building Power |
| Lead Organisation | City of Kosice |
| City | Kosice |
| Country | Slovakia |
| Grant Allocation Request | €1,000,000.00 |
| Planned Project Start Date | 01/05/24 |
| Planned Project End Date | 30/04/26 |
| Proposal Start Date | 12/04/24 19:34 |
| Applicant Primary Contact | |
| Primary Contact Email | |
| Primary Contact Phone | |
| Proposal Stage | Submitted |
| Due Date | 06/11/23 17:00 |
| Proposal Submission Date | 12/04/24 |
| Re-submission Date | 30/04/24 |



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| Project Description |
| --- |
| Building Power: Reducing Building Emissions and Energy Use in Bratislava and Kosice -The BUILDING POWER project will build capacity, action, and impact for energy efficiency and emissions reduction in buildings in Bratislava and Kosice, a key concern for both cities. The two largest cities in Slovakia will act jointly to address energy use and related emissions from municipal, commercial, and residential buildings, amplifying their learnings and results through collaboration. To support municipal building emissions reduction, the cities will develop and formalise a new governance structure for energy management and introduce a user-friendly platform to track and manage energy use data. Crucially, they will build capacity within city government – both among staff and through systems – to understand this data, pursue energy savings, and prepare innovative financing models for building retrofits. By the end of the project, both cities will have structures and capacities in place to maximize new tools and solutions for building energy efficiency. BUILDING POWER will expand its impact to private sector actors and citizens, piloting multi-sector approaches critically needed to accelerate climate action. Kosice and Bratislava will each develop an innovative energy use reduction programme, addressing household and workplace energy use, respectively. Taking both tracks expands the programme's reach and leverages the cities' differing economic and social contexts. Since Bratislava is Slovakia's economic and business centre, the municipality will launch a voluntary energy efficiency programme for companies with large workplaces in the city. Bratislava will collaborate with experts from Bloomberg Associates to develop and manage the programme, building on international best practice models. To address the growing challenges related to energy poverty, the city of Kosice, together with the NGO ETP Slovakia, will develop targeted interventions based on the key needs of specific vulnerable citizens. The project has a core focus on growing knowledge and capacity among city stakeholders across departments, many of whom have not previously been engaged on energy and climate issues. It will also spread learnings to other municipalities, companies, and residents in Slovakia and the EU. Programme activities are designed to support ongoing and deeper action and impact, in Kosice and Bratislava and beyond, enhancing durable outcomes of the Pilot Cities Programme. |



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## Proposal Overview

| Lever(s) |
|---|
| Data and Digitalisation |
| Financing and funding |
| Governance and policy |
| Learning and capabilities |
| Social innovation |

| Emissions Domain(s) |
|---|
| Consumption of electricity generated for buildings, facilities, & infrastructure |
| Consumption of non-electricity energy for thermal uses in buildings & facilities |

| Organisation Roles | Organisation Name | Role | Type | Primary Contact | Website |
|---|---|---|---|---|---|
| City of Kosice - Proposal Lead | City of Kosice | Proposal Lead | Other | | www.kosice.sk |
| City of Bratislava - Collaborator | City of Bratislava | Collaborator | Cities / Regions | | https://bratislava.sk/mesto-bratislava/sprava-mesta/magistrat |
| ETP Slovakia – Centre for Sustainable Development - Collaborator | ETP Slovakia – Centre for Sustainable Development | Collaborator | Other | | www.etp.sk |

| Project Roles | Contact | Role | Organisation | Email |
|---|---|---|---|---|
| PR-0795 | | Proposal Lead | City of Kosice | |
| PR-0796 | | Collaborator | City of Bratislava | |
| PR-0797 | | Collaborator | City of Kosice | |
| PR-0798 | | Collaborator | City of Kosice | |
| PR-0799 | | Collaborator | ETP Slovakia – Centre for Sustainable Development | |
| PR-0800 | | Collaborator | City of Bratislava | |



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## Work Plan

| Work Packages | |
|---|---|
| Work Package | Description |
| 1. WP4: Energy Assistance to Vulnerable Groups (Kosice) | WP4: Energy Assistance to Vulnerable Groups (Kosice) - Each city will pilot an innovative approach to reduce energy use in non-municipal buildings (see WP3 and 4 for Bratislava and Kosice's respective approaches). These pilots are planned to reflect and leverage each city's geographical and socio-economic setting, to multiply the learning potential of this project for them and for other Slovak and European cities. Energy poverty is a particular concern in Kosice's region of Eastern Slovakia, and addressing it will be the focus of the city's targeted programme to reduce non-municipal energy use. This region is one of the 20 poorest in the EU, with a GDP that is 51% of the EU average. Together with the Central Slovakia region, Eastern Slovakia is identified by the European Commission as being at medium risk of migration, brain and talent drain of younger residents (15 to 39-year-olds). And residents are aging rapidly: three Kosice districts rank in the top eight nationally for expected increase in the percentage of residents of retirement age by 2030 (Slovak Academy of Science, 2023). The city and region also have the highest ethnic and linguistic heterogeneity in the country and are experiencing an increasing economic disparity vs. the rest of the country. These factors contribute to a relatively high rate of energy poverty in the city and region, relative to other EU countries as well as to the Bratislava region in Western Slovakia. Partner organization, ETP Slovakia, together with the Kosice Project Manager, will develop a set of tools to help residents in vulnerable groups to mitigate the effects of energy crisis and reduce energy poverty risk. These tools will address the needs of specific vulnerable groups living in Kosice. The Project Manager will work with ETP Slovakia to first map and collect data on the needs of key vulnerable groups in Kosice. These will include, e.g., Roma communities, single parent households, Ukrainian refugees, and senior citizens. The process will also seek to identify other vulnerable groups that have previously been overlooked or not effectively engaged. The exercise will inform the development of "Personas" with specific attributes that reflect citizens' profiles, rather than with more generic group-level characteristics that are less usable to guide interventions. The programme team will then design tools for assistance to the identified groups. ETP Slovakia has previously developed several relevant tools, including a pilot house for Roma families, an education seminar ("Bridges out of Poverty"), financial literacy workshops, and a mobile workplace. Incorporating best practices from other local organizations (focusing on housing, spatial planning, long-term care and others), the team will work to test existing ideas and tools to understand what interventions are effective to mitigate energy poverty for specific groups in the city. The final stage of programme will be to share the designed, prototyped and tested set of tools and best practices from the pilot with implementation bodies (from civic, public, private, academic realms) to build awareness and support planning for their deployment at scale. |
| 2. WP5: Knowledge Exchange and Dissemination of Learnings | WP5: Knowledge Exchange and Dissemination of Learnings - Kosice and Bratislava are committed to ensuring maximum transferability of learnings gained throughout the project. They will engage in dissemination and knowledge exchange |



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| Work Packages | |
|---|---|
| Work Package | Description |
| | activities on four tracks: 1. Knowledge exchange between partners 2. Peer-to-peer learning exchange with other Slovak cities 3. General dissemination of learnings on national and international platforms, 4. Twinning with other Mission cities (as per NZC Pilot Cities Programme) Knowledge exchange between partners: Bratislava and Kosice will undertake aligned activities to address shared challenges for much of the project. However, the cities will pilot two different approaches to influence non-municipal building energy use reduction and optimization. As described above, Bratislava will engage private sector stakeholders to reduce energy use and emissions in buildings that they own or occupy, while Kosice will work with key communities vulnerable to energy poverty. Learnings from these pilots will then be shared between the two cities and externally (see below). Knowledge sharing between Bratislava and Kosice will take place through at least two in-depth meetings/workshops. These meetings and interim peer sharing will be managed by the Consortium Coordinator. In addition to these learning meetings, representatives from Kosice municipality and other city stakeholders will be invited to take part in Bratislava's WP3 recognition event for companies. In turn, Bratislava municipality staff and selected representatives from the social area will go on a study visit organized by Kosice and ETP to learn about their energy assistance programme. The consortium may also invite representatives from other cities in Slovakia or elsewhere in Europe with similar vulnerable communities and energy poverty challenges to participate in the study visit (to be determined based on the relevance and outcomes of Kosice's programme). Peer-to-peer learning exchange with other Slovak cities: Based on previous experience, both cities prioritize learning dissemination through focused small-group meetings and activities. Given the relevance of energy management system planning and energy efficiency action for other Slovak cities, the consortium is focused on sharing Pilot Cities programme learnings with them. The consortium will conduct an open call through the Union of Slovak Cities (UMS) to select two other Slovak cities to pair with Bratislava and Kosice. Preliminarily, selection and pairing will be based on shared challenges and opportunities for action. These cities will each engage in a peer-to-peer learning exchange with their partner city. The exchange will consist of initial online meetings to assess the cities' context, learning needs and opportunities, and a study visit of EMTs to these cities. General dissemination of learnings on national and international levels: Learnings from the overall project or its components will be disseminated through articles in Slovak newspapers and local magazines. They will also be presented at events and conferences, potentially including the Central European Energy Conference (CEEC) or Green Building Summit in Bratislava, as well as smaller events and webinars organised by UMS or other associations and initiatives focusing on topics related to energy and sustainability. Additionally, the Project Managers and EMT will work together to compile key takeaways and recommendations into a policy brief that will be distributed to key stakeholders (see list of stakeholders above). |
| 3. WP1: Establishing a Sound Energy Management and Buildings Retrofit System | WP1: Establishing a Sound Energy Management and Buildings Retrofit System for Municipal Buildings - Bratislava and Kosice will map and engage city facility and energy managers, and capture and harness data on municipal building conditions and energy use patterns. This information-gathering and engagement will inform the development of an approach to prioritize emissions reduction improvement actions for investment. Both cities will: - Identify and build a |



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| Work Packages | |
|---|---|
| Work Package | Description |
| | collaborative engagement with city facility and energy management practitioners, - Develop a framework for and begin building an inventory of municipal buildings and city facilities, - Strengthen internal energy management capacity, - Procure and launch an energy data management system with a pilot group of city-owned buildings, - Set a building energy use reduction target, to be piloted with buildings in the energy management system, - Develop a sustainable funding/financing model to implement energy savings measures to achieve that goal, and - Establish KPIs and data tracking processes to measure progress. Both cities will each hire energy experts to form an Energy Management Team (EMT). This expertise is currently lacking in both administrations and will be a critical enabler for proposed programme activities. The EMT will be further supported by a Project Manager in each city and advised by an Energy Advisory Group (EAG), currently in development, of 5-10 city staff responsible for energy, buildings, technology, and data. The EAG will consult with the EMT from the beginning of the programme, providing insights into the city context (buildings, people, data), guidance on priority buildings, and ongoing ad hoc support. Their engagement in ongoing activities will depend on project needs, available capacities and priorities, but is expected to include input on the development of the municipal building inventory and Bratislava's business engagement program. The EMT will gather information on the current tasks and needs of energy and facility practitioners across the municipality and city organizations, reaching out to them and establishing cooperation through a dedicated mapping exercise. Each city will engage these practitioners in a Community of Practice (COP) to promote collaboration, exchange information and best practices, build awareness on key energy management topics, and provide input on the development of a system to gather and maintain data on city-owned buildings. Potential COP participants will be identified and engaged through consultation with the EAG, interviews with city staff, and visits to city-owned buildings. The COP will provide key details on municipal facilities (incl. e.g., construction years, major renovations, energy certificates, and energy metering) for the creation of the EMT pilot municipal building inventory. Priorities for inclusion in the inventory are high-energy use facilities, including zoos, senior living facilities, sports facilities, schools and art schools. Pilot inventory learnings will inform longer-term planning for an expanded inventory to include additional municipal buildings and building characteristics. Both cities will introduce a smart energy data management system, initially piloting its use with a subset of municipal buildings (preliminarily targeting 10-20 per city, with a particular focus on high-energy users). By analysing this data, each city will identify priority buildings and retrofit measures to implement. The EMT will also review potential financial models to support the implementation of these measures. Preliminarily, the most likely model is an EPC contract, which has been used effectively in other countries and by the private sector; however, there is little experience with it in the public sector in Slovakia. By the conclusion of the pilot programme, the initiative will target having priority buildings prepared for procurement and implementation of the selected financing approach. While the project proposal is focusing primarily on energy savings rather than the complete decarbonisation of the municipal buildings, full decarbonisation might be considered for individual retrofits. This initiative has a key focus on long-term awareness-raising and ensuring a sustainable approach. To that end, bearing in mind the barriers identified (i.e., Lack of a sense of ownership among civil staff concerning energy |



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| Work Packages | |
|---|---|
| Work Package | Description |
| | and facility management, High turnover among municipality staff, resulting in lost institutional knowledge and poor continuity"), the EMTs will engage their EAG and COP to create and validate an internal procedure for energy management of city-owned buildings. This will formalise and unify each city's approach to energy management, make it transferable to new staff members, and provide reliable guidance for all city actors on energy-related issues. Standardization into a clear and easy-to-follow internal procedure is key to ensuring that energy management changes and impact are sustained even during possible changes of administration. |
| 4. WP2: Building a Skilled and Motivated Stakeholder Ecosystem for Energy | WP2: Building a Skilled and Motivated Stakeholder Ecosystem for Energy Savings and Emissions Reduction - WP2: Building a Skilled and Motivated Stakeholder Ecosystem for Energy Savings and Emissions Reduction Sustainably developing energy management capacity, both within the municipality and with a wider network of stakeholders, is a major component of this project. Kosice and Bratislava will do so by providing expert-led trainings for staff and/or by developing their capacity-building programme to share with a wider network of energy and facility practitioners. Through the activities in this work programme, the cities will foster efficient knowledge sharing, enhance a sense of shared ownership for energy management and decarbonization among municipality staff, and enable these staff and external stakeholders to engage more confidently on energy-related issues. To inform planning for the organizational structure and processes needed for an effective city energy management approach, members of both cities' EMTs will take part in a study visit to another European city. Visits will be conducted early in the programme to enable these learnings to guide the development and deployment of this approach. The EMTs will identify priority cities based on a review of best practice models for energy management among peer cities. Priorities will include cities with well-established energy management teams/departments, and with demonstrated results (e.g., in achieving energy savings, renewables deployment, building retrofit planning, etc.). The programme will upskill the energy and facility practitioners from municipal and city-owned facilities in each city's COP (WP1). Members of the COP will be engaged through a new energy management capacity-building programme. This may partly include a standard training programme procured on the market, but also the development of a new programme through consultation with the COP. This approach will ensure that trainings and programme structure are tailored to practitioners' current status/knowledge, priority topics, and learning needs. To expand learning opportunities and programme impact, capacity building programme trainings will be recorded. Recordings and learning materials (e.g., slides) will be compiled and shared with relevant external stakeholders, including, e.g., other municipality staff, private companies and NGOs – WP3, public). Development of the capacity-building programme and engagement in the COP will have a particular focus on ensuring gender inclusion. In Slovakia, women have not achieved equal access to jobs and career growth relative to their educational attainment (UN Women, 2019). They are heavily underrepresented in the energy sector, where they account for only 27% of workers (EU Gender Inequality Index, 2023). This pattern likely results, at least in part, from prevailing gender stereotypes related to technical capacity. Anecdotally, this pattern is reflected among Bratislava and Kosice city employees, although specific data is lacking. To seek to address this gap, the EMT will conduct targeted outreach to women facility managers to familiarize |


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| Work Packages | |
|---|---|
| Work Package | Description |
| | them with the programme and ensure that they feel able to benefit from participation. By working with them, the programme will build greater confidence among female staff (e.g., school directors, elderly homes' managers etc.) to proactively manage and respond to energy issues in their facilities. The capacity-building programme will be complemented by a "Sensitization Campaign". The campaign will address the key barrier of “Limited awareness and integration of climate change mitigation into wider city activities”, and build buy-in for the whole-of-government approach needed to meet the urgency of the climate crisis. The first target of this campaign will be city government senior management/decision-makers in both cities. To that end, the campaign will engage leaders from departments not typically connected to climate topics (e.g., social issues, culture, procurement, etc.). Through a series of tailored workshops, communications, and informational materials, the campaign will focus on building understanding of energy and climate topics and motivating stakeholders to incorporate climate action in their areas of responsibility. The second target will be city staff across departments and at all levels of seniority, with the goal of general climate and energy management consciousness-raising as a stepping stone to potential further engagement. This group will receive light-touch engagement e.g., the EMT will share energy savings tips in departmental or citywide newsletters and/or post them at city facilities, distribute videos from energy management trainings, etc. This campaign will seek to touch at least 75% of hall city staff in both cities. |
| 5. WP3: Piloting An Innovative Approach to Business Engagement in Context | WP3: Piloting An Innovative Approach to Business Engagement in The Context of Energy Savings in Buildings (Bratislava) - Each city will pilot an innovative approach to reduce energy use in non-municipal buildings (see WP3 and 4 for Bratislava and Kosice’s respective approaches). These pilots are planned to reflect and leverage each city’s geographical and socio-economic setting, to multiply the learning potential of this project for them and other Slovak and European cities. Since Bratislava is the economic and business centre of Slovakia, its pilot engagement programme will address potential partnerships and cooperation with the private sector on energy savings in commercial buildings in the city. The Bratislava Project Manager, supported by pro-bono consulting from Bloomberg Associates (BA), will develop a programme that engages commercial building owners and tenants to pursue voluntary workplace energy use reductions. The programme will target companies with workplaces in Bratislava that are identified as large corporations, with existing climate commitments, and/or a history of CSR cooperation with the city. Preliminary analysis has identified potential candidates that may include manufacturing companies (Volkswagen), telco companies (e.g., Deutsche Telekom, Orange, AT&T), retail companies (mainly IKEA, LIDL, TESCO), multinational hotels (Marriott, Radisson Blu) or companies that have engaged with the City of Bratislava on CSR (Swiss Re). Bratislava’s programme will be informed and inspired by best practice international models of private sector energy efficiency programs, which BA will identify and review. These include, e.g., London’s Business Climate Challenge, New York City’s Mayor’s Carbon Challenge, and Melbourne’s 1200 Buildings program. BA will support Bratislava to develop its programme, with co-creation input from stakeholders including the EAG and interested businesses. The programme will target energy use and/or emissions reductions from buildings that large corporations own or occupy. Businesses will sign on to a reduction goal for the programme period and |



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| Work Packages | |
|---|---|
| Work Package | Description |
| | will be required to report their energy use and emissions data to the city. They will be supported and celebrated in taking action via peer-sharing opportunities, trainings, visibility on city platforms (e.g. case studies and social media highlights), and mayoral recognition. The programme will culminate with an in-person event that recognizes participants' actions, building awareness and buy-in from other Bratislava businesses. Note: BA is an international pro bono municipal consulting firm working with the City of Bratislava. BA will support programme planning and implementation, informed by learnings from other city net zero initiatives. These include the Greater London Authority's Business Climate Challenge, a voluntary commercial retrofit programme that BA has helped to create and scale. |

| Deliverables | | | | |
|---|---|---|---|---|
| Work Package | Deliverable | Start Date | End Date | Description |
| 1. WP4: Energy Assistance to Vulnerable Groups (Kosice) | D.4.1 Pilot programme for social innovation implemented and tested (incl. Report | 01/05/24 | 31/10/25 | D.4.1 Pilot programme for social innovation implemented and tested (incl. Report) - ETP has designed, prototyped and tested a set of tools for vulnerable groups and Personas. All tools will be delivered in the form of a report, prepared for potential implementation partners to be engaged to scale up the tools for the general public. |
| | D.4.2 Implementation partners identified and approached with cooperation opportu | 01/05/25 | 30/04/26 | D.4.2 Implementation partners identified and approached with cooperation opportunities - The designed, developed and tested set of tools will be presented to potential implementation partners from public, private, academic and civic sectors. |
| 2. WP5: Knowledge Exchange and Dissemination of Learnings | D.5.1 Study visit to Kosice focused on the pilot programme for vulnerable commun | 01/05/25 | 30/04/26 | D.5.1 Study visit to Kosice focused on the pilot programme for vulnerable communities - Kosice and ETP hosted a study visit for Bratislava municipality staff and external actors from NGOs and academia where they shared learnings from the implementation of their pilot program. Participants from Bratislava (or other relevant cities) have gained learnings to inform the potential development of a similar programme for their vulnerable communities. |
| | D.5.3 Three presentations and three articles at national events, in national/loc | 01/05/25 | 30/04/26 | D.5.3 Three presentations and three articles at national events, in national/local journals, two presentations at national or international events - Selected or overall project findings will be advertised in a minimum of three published articles (in national or local media or magazines) and presented at national and/or international events and conferences. |
| | D.5.2 Peer-to-Peer learning exchange with Slovak cities completed (with report) | 01/05/25 | 30/04/26 | D.5.2 Peer-to-Peer learning exchange with Slovak cities completed (with report) - EMTs and project managers from Bratislava and Kosice have completed a peer-to-peer learning exchange and study visit to selected cities. Learnings from pilot programme activities have been transferred to support partner cities' efforts to address local challenges in the |



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| Deliverables | | | | |
|---|---|---|---|---|
| Work Package | Deliverable | Start Date | End Date | Description |
| | | | | field of energy management and building retrofits. Short reports from the peer-to-peer learning process will be created and later included in the policy brief (D.5.4) |
| | D.5.4 Policy brief published and shared with ecosystem; at least 60 (30+30) acto | 01/02/26 | 30/04/26 | D.5.4 Policy brief published and shared with ecosystem; at least 60 (30+30) actors - A policy brief summarizing findings and lessons learned from the project will be shared to internal and external actors. |
| 3. WP1: Establishing a Sound Energy Management and Buildings Retrofit System | D.1.1 Energy Management Teams (EMT) established | 01/05/24 | 31/07/24 | D.1.1 Energy Management Teams (EMT) established - Both cities have their Energy Management Team (EMT) in place, consisting of two newly hired experts on energy and facility management. With ongoing support from project managers and the EAG, EMTs in Kosice and Bratislava are well established and prepared to commence energy management and building retrofit planning. |
| | D.1.2 Community of Practice of city facility and energy managers created; minimu | 01/06/24 | 30/04/26 | D.1.2 Community of Practice of city facility and energy managers created; minimum of 4 meetings during the project - Both cities have created a COP of energy and facility managers at the city level and across city organizations. By the end of the project, the COPs will have met (in person and/or online) at least four times and have established cooperation models with the EMT, sharing building and energy management information for the development of each city's building inventory, receiving energy management training, and exchanging information on challenges and learnings. |
| | D.1.4 Municipal Energy Management System introduced and deployed with 10-20 buil | 01/09/24 | 30/04/26 | D.1.4 Municipal Energy Management System introduced and deployed with 10-20 buildings - Both cities have a smart Energy Management System (online dashboard) with data-gathering, monitoring and analysis responsibilities distributed among the EMT, EAG and COP. The number of buildings incorporated into and being actively monitored by the system will be determined based on time, capacity, and financial resources, nevertheless it should be at least 10. |
| | D.1.3 Municipal building inventory, including energy characteristics, developed | 01/09/24 | 30/04/26 | D.1.3 Municipal building inventory, including energy characteristics, developed - Kosice and Bratislava each have a developed inventory framework populated with data from a pilot set of buildings and including key building and energy-related characteristics. Inventory format, details, and data collection procedures have been developed and iterated on by the EMT, advised by the EAG and incorporating input and feedback from the COP, e.g., on available data. It is an easy-to-update "living" database that informs decisions on energy management and retrofit priorities. |
| | D.1.5 Retrofit | 01/05/25 | 30/04/26 | D.1.5 Retrofit preparations complete; energy audits and investment plan prepared for |


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| Deliverables | | | | |
|---|---|---|---|---|
| Work Package | Deliverable | Start Date | End Date | Description |
| | preparations complete; energy audits and investment plan prepared | | | selected priority buildings - A group of selected priority buildings and retrofit measures were identified in Bratislava and Kosice. Both cities are prepared and ready to commence retrofits on priority/pilot buildings; audits, project documentation, and investment plans are complete. Most importantly, they will have explored innovative financing models for these retrofits and selected the most appropriate one(s). |
| | D.1.6 Internal procedure (written document) for energy and facility management d | 01/05/25 | 30/04/26 | D.1.6 Internal procedure (written document) for energy and facility management developed and formalized - Bratislava and Kosice municipalities each have a formalized governance model with specific rules and processes for energy management and building retrofits. This procedure is a reliable and stable source of information, used to onboard new staff and as a reference for energy-related planning and action. It enables continuity of the governance model and management approach beyond the scope of the project. |
| 4. WP2: Building a Skilled and Motivated Stakeholder Ecosystem for Energy | D.2.4 Sensitization campaign developed and deployed, reaching staff across city | 01/11/24 | 30/04/26 | D.2.4 Sensitization campaign developed and deployed, reaching staff across city government and city organisations - Senior municipality (management) staff and decision makers, including those in areas typically siloed from climate, have increased awareness of climate change and energy management, and the relevance of these topics to their own areas of responsibility. Sensitized managers now see and link their work to climate neutrality as a cross-cutting goal with relevance across city government functions. |
| | D.2.2 Capacities enhanced by 2 study visits for EMTs (1+1) per city | 01/08/25 | 31/01/26 | D.2.2 Capacities enhanced by 2 study visits for EMTs (1+1) per city - EMTs and other selected staff from Bratislava and Kosice conducted study visits to cities with well-established energy management departments. Visits promoted ideas and insights on building energy savings and emissions reduction activities, renewables deployment, building retrofit planning, etc. Learnings from the study visits are incorporated into Pilot Cities activities and broader city sustainability efforts. |
| | D.2.1 Energy managers and practitioners trained | 01/08/25 | 31/01/26 | D.2.1 Energy managers and practitioners trained - Staff members in Kosice and Bratislava (10-20 per city, from the EAG, COP, and EMT, as appropriate based on skills/capacity) are trained to implement measures for energy use reduction in buildings and operationalize smart and data-driven energy management at city level. |
| | D.2.3 Training outputs compiled (manuals, guidebooks, recommendations, recording | 01/11/25 | 30/04/26 | D.2.3 Training outputs compiled (manuals, guidebooks, recommendations, recordings or similar) and shared - Learning materials from in-house capacity building workshops will be recorded/collected and made available to a wider range of city and external stakeholders, potentially including, e.g., other Slovak cities, companies, business membership organizations, regional organizations such as the Union of Slovak Cities, NGOs. |



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| Deliverables | | | | |
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| Work Package | Deliverable | Start Date | End Date | Description |
| 5. WP3: Piloting An Innovative Approach to Business Engagement in Context | D.3.1 Pilot programme for companies' engagement implemented and tested in Bratis | 01/02/25 | 30/04/26 | D.3.1 Pilot programme for companies' engagement implemented and tested in Bratislava (incl. Report) - The first cohort of 5+ businesses in Bratislava's private sector engagement pilot has completed the one-year program. Findings and lessons learned have been compiled into a short report. Planning has been conducted to ready the programme for scale-up to engage a broader group of private sector stakeholders, including additional companies and smaller businesses. |
| | D.3.2 Recognition event for companies in Bratislava | 01/02/26 | 30/04/26 | D.3.2 Recognition event for companies in Bratislava - A recognition event at the end of the business engagement programme gathered representatives from participating companies as well as from Kosice, peer Slovak cities and other private sector stakeholders. Participants shared their achievements in the programme and received the Mayor of Bratislava's recognition for their work towards climate neutrality. Networking at the event fostered new cooperation opportunities. |

| Activities | | | | | |
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| Work Package | Deliverable | Activity | Start Date | End Date | Description |
| 1. WP4: Energy Assistance to Vulnerable Groups (Kosice) | D.4.1 Pilot programme for social innovation implemented and tested (incl. Report | A.4.1 Mapping and data collection on groups vulnerable to energy poverty | 01/05/24 | 31/12/24 | A.4.1 Mapping and data collection on groups vulnerable to energy poverty - Profiles of individuals in vulnerable groups in Kosice and their needs ("Personas") will be created via qualitative data collection, field survey and interviews. These will enable a more precise definition of groups, their situations, and how different identities/groups intersect or differ. |
| | | A.4.2 Designing of energy assistance tools | 01/01/25 | 31/05/25 | A.4.2 Designing of energy assistance tools - A.4.2 Designing of energy assistance tools Assistance tools will be designed based on a survey of local assistance programs and best practices from other countries. New tools will be proposed for specific Personas in Kosice by using various participatory methods including user experience design, design thinking, hackathon and others. |



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| Activities | | | | | |
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| Work Package | Deliverable | Activity | Start Date | End Date | Description |
| | | | | | |
| | | A.4.3 Testing of selected energy assistance tools | 01/06/25 | 31/10/25 | A.4.3 Testing of selected energy assistance tools - A set of tools will be tested and prototyped on concrete, selected Personas to find optimal solutions to address their specific needs. |
| | D.4.2 Implementation partners identified and approached with cooperation opportu | A.4.4 Mapping and reach-out to implementation partners | 01/11/25 | 30/04/26 | A.4.4 Mapping and reach-out to implementation partners - Scaling of set of tools will be done by implementation partners dedicated to specific fields (housing, finance) via presentations |
| 2. WP5: Knowledge Exchange and Dissemination of Learnings | D.5.1 Study visit to Kosice focused on the pilot programme for vulnerable commun | A.5.1. Exchange of knowledge and findings between consortium partners | 01/05/25 | 30/04/26 | A.5.1. Exchange of knowledge and findings between consortium partners - The consortium will meet at least two times during the project life span. Additionally, a group of selected Bratislava staff members and possibly external actors from NGOs and academia will take part in a study visit to Kosice where they will learn about the implementation of their pilot programme. In turn, Kosice will participate in the Bratislava companies' recognition event with selected stakeholders from their ecosystem. |
| | D.5.3 Three presentations and three articles at national events, in national/loc | A.5.3 Presentation of project findings in articles, at events and conferences | 01/08/25 | 30/04/26 | A.5.3 Presentation of project findings in articles, at events and conferences - In the second year, project managers will start exploring opportunities to share learnings through articles in local and national newspapers or magazines. Members of the EMTs, project managers or other involved staff will also actively engage in presenting goals, activities and outcomes of the project at national or |



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| Activities | | | | | |
|---|---|---|---|---|---|
| Work Package | Deliverable | Activity | Start Date | End Date | Description |
| | | | | | international conferences and events. |
| | D.5.2 Peer-to-Peer learning exchange with Slovak cities completed (with report) | A.5.2. Peer-to-Peer Learning with Slovak Cities | 01/05/25 | 30/04/26 | A.5.2. Peer-to-Peer Learning with Slovak Cities - Through an open call by the Union of Slovak Cities (UMS), two additional Slovak cities will be selected and paired with Bratislava and Kosice. These cities will engage in an in-depth peer-to-peer learning exchange with Kosice and Bratislava. The exchange will consist of initial online meetings to assess learning needs and opportunities of selected cities, followed by a study visit of EMTs to these cities. |
| | D.5.4 Policy brief published and shared with ecosystem; at least 60 (30+30) acto | | | | |
| 3. WP1: Establishing a Sound Energy Management and Buildings Retrofit System | D.1.1 Energy Management Teams (EMT) established | A.1.1 Creation of Energy Management Teams (EMT) | 01/05/24 | 31/07/24 | A.1.1 Creation of Energy Management Teams (EMT) - Both cities will hire 2 energy and facility management experts (roles to be further defined/specified depending on availability of candidates). Experts are onboarded as the Energy Management Team (EMT) responsible for implementing key activities of the project, especially within WPs1and2. To ensure that EMTs are well established in the municipalities, they will be supported, particularly early on, by an Energy Advisory Group (EAG), consisting of 5-10 selected city staff from relevant departments |
| | D.1.2 Community | A.1.2 Convening and creating a | 01/06/24 | 30/04/25 | A.1.2 Convening and creating a Community of |



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| Activities | | | | | |
|---|---|---|---|---|---|
| Work Package | Deliverable | Activity | Start Date | End Date | Description |
| | of Practice of city facility and energy managers created; minimu | Community of Practice of energy and facility mana | | | Practice of energy and facility managers - In both cities,energy and facility practitioners at city level and across city organizations will be identified by the EMT and EAG,convening and creating a COP for ongoing engagement.Through regular meetings (visits, sensemaking workshops,..),the EMT will assess opportunities,challenges and needs of energy and facility practitioners.These will inform the creation of standard practices for building inventory and energy data gathering,and priority topics for training/staff upskilling opportunities |
| | D.1.4 Municipal Energy Management System introduced and deployed with 10-20 buil | A.1.4 Deployment of energy management system | 01/09/24 | 31/07/25 | A.1.4 Deployment of energy management system - Both cities will jointly map solutions for smart energy management systems on the market and proceed to procurement. Informed by their engagement with the COP, each city's EMT will select a pilot group of buildings to add to the system, decide on data inputs/processes, and monitor energy consumption. The system will first include 10-20 buildings, including those identified as priority due to their high energy consumption. More buildings will be incorporated later/following the pilot programme. |
| | D.1.3 Municipal building inventory, including energy characteristics, developed | A.1.3 Development of building inventory | 01/09/24 | 30/04/26 | A.1.3 Development of building inventory - Based on input from the energy and facility manager COP and in consultation with the EAG, the EMT will design a data-gathering system for the development of a basic building inventory. The inventory will start with a limited number of pre- |



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| Activities | | | | | |
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| Work Package | Deliverable | Activity | Start Date | End Date | Description |
| | | | | | selected buildings and key energy characteristics for each of them. Further along (and after) the project, this inventory will grow in numbers and robustness of information. |
| | D.1.5 Retrofit preparations complete; energy audits and investment plan prepared | A.1.5 Creation of investment pipeline for building retrofits | 01/05/25 | 30/04/26 | A.1.5 Creation of investment pipeline for building retrofits - The EMT will select a group of buildings to be retrofitted. Monitoring and analysis of building characteristics from the data inventory and energy use from the energy management system will inform identification of these priority buildings. The EMT will assess retrofit needs and explore innovative funding options. The EMT will plan actions needed to start retrofits (audits, project documentation, investment plan). |
| | D.1.6 Internal procedure (written document) for energy and facility management d | A.1.6 Development of internal procedure for energy and facility management | 01/05/25 | 30/04/26 | A.1.6 Development of internal procedure for energy and facility management - Throughout the final year of the project, the EMT will compile learnings on energy and facility management to develop an internal procedure for the city and city owned organizations. This will incorporate input from the COP and EAG. The procedure will be a written guidance document for anyone involved in the processes concerning energy use and facility management. |
| 4. WP2: Building a Skilled and Motivated Stakeholder Ecosystem for | D.2.4 Sensitization campaign developed and deployed, reaching staff across city | A.2.3 Sensitisation of municipality staff/decision makers to energy issues | 01/11/24 | 30/04/26 | A.2.3 Sensitisation of municipality staff/decision makers to energy issues - In close cooperation with the EMTs, project managers in both cities will develop and introduce a Sensitization Campaign for a wider range of municipality staff. The |



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| Activities | | | | | |
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| Work Package | Deliverable | Activity | Start Date | End Date | Description |
| Energy | | | | | campaign will focus on deeper engagement with senior managers/decision makers, but will seek to touch at least 75% of city hall staff with communications on energy savings and climate topics. The campaign will raise awareness and foster understanding of the complexity and interconnectedness of different aspects of climate change. |
| | D.2.2 Capacities enhanced by 2 study visits for EMTs (1+1) per city | A.2.2 Study visits for energy management team and/or energy practitioners | 01/08/25 | 01/08/25 | A.2.2 Study visits for energy management team and/or energy practitioners - Project managers in Kosice and Bratislava will map comparable cities and their governance models related to energy management. They will then plan a study visit for each EMT and selected members of the EAG and potentially COP. The visit will be to cities with well-established energy management teams/departments, and with demonstrated results (e.g., in achieving energy savings, renewables deployment, building retrofit planning, etc.). |
| | | A.2.1 Capacity building programme on energy | 01/08/25 | 31/01/26 | A.2.1 Capacity building programme on energy - During the project, members of the EMT, EAG and COP will receive targeted energy management trainings. These will be conducted either via an 'off-the-shelf' certified energy management course or tailor-made learning workshops to be developed in-house, based on the assessment of their current needs carried out as part of activities A.1.2 and A.1.3. |
| | D.2.1 Energy | | | | |



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| Activities | | | | | |
|---|---|---|---|---|---|
| Work Package | Deliverable | Activity | Start Date | End Date | Description |
| | managers and practitioners trained | | | | |
| | D.2.3 Training outputs compiled (manuals, guidebooks, recommendations, recording | | | | |
| 5. WP3: Piloting An Innovative Approach to Business Engagement in Context | D.3.1 Pilot programme for companies' engagement implemented and tested in Bratis | A.3.2. Launching programme and onboarding companies | 01/02/25 | 01/02/25 | A.3.2. Launching programme and onboarding companies - Bratislava will officially launch the program, conducting direct outreach to fully onboard interested businesses to the program. Companies will be introduced to the program's offer (mayor's recognition, networking, learning opportunities – extent of these to be specified based on available resources and capacities) and requirements, I.e. energy data sharing, reporting on actions taken, and commitment to energy use/emissions reduction target. |
| | | A.3.1 Designing and developing a pilot engagement programme for companies in Bra | 01/02/25 | 01/02/25 | A.3.1 Designing and developing a pilot engagement programme for companies in Bratislava - In collaboration with Bloomberg Associates, Bratislava will design a pilot programme to catalyze building energy saving/emissions reduction action by large companies with workplaces in the city. Planning for the programme will incorporate input from interested companies, identified based on their previous CSR cooperation with the city and/or ambitious climate policies, targets and |



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| Activities | | | | | |
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| Work Package | Deliverable | Activity | Start Date | End Date | Description |
| | | | | | achievements. |
| | D.3.2 Recognition event for companies in Bratislava | A.3.4. Organising a final recognition event for companies | 01/02/26 | 30/04/26 | A.3.4. Organising a final recognition event for companies - The Bratislava Project Management team will plan and organize a final recognition event for companies involved in the engagement program. Companies will receive recognition from the mayor of Bratislava and will have the opportunity to share their achievements in the context of energy savings and emission reduction. The event will also bring together representatives from Kosice,peer Slovak cities,COP members,and perspective companies for scale-up of the programme will also be invited to the event |
| | | A.3.3 Gathering business data on energy use and ongoing engagement of companies | 01/02/26 | 30/04/26 | A.3.3 Gathering business data on energy use and ongoing engagement of companies - Companies will be required to provide energy use data to the city. They will report either through submitting energy use data manually (monthly) or by sharing smart meter data directly. A concrete approach to reporting will be developed by the EMT. Participants will receive support as needed from the EMT to provide the required data. |


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## Risks

| I. Risk Register - Risk Register | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Risk name | Deliverable/ Activity name | Description | Category | Risk Horizon | Probability | Potential Impact | Control over Risk | corePROBability | Impact Score | Overall Score | Priority | Mitigation Strategy Description |
| 1. Risk 1 | | Positions of energy experts will not be filled on time (D.1.1 Energy Management Team) - As explained in the proposal, in our municipal contexts it is still not a regular practice to deal with energy consumption from the point of view of energy efficiency. Energy still mainly means energy procurement and paying the bills. Therefore, few previously built capacities could be used internally. This situation is compounded by the current situation in | Governance & Management | Medium-term | High | Very High | | 4 | 5 | 20 | | This is a crucial precondition for success, therefore close attention will be paid to it even before the start of the project: • To attract and retain employees on the EMT, we budgeted interesting remuneration, while we will also be offering other benefits. • The positions will be advertised as soon as we learn about a positive outcome of the selection. • Outreach to stakeholders (universities, NGOs) will be used to reach candidates. • Upskilling of internal |



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| I. Risk Register - Risk Register | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Risk name | Deliverable/ Activity name | Description | Category | Risk Horizon | Probability | Potential Impact | Control over Risk | corePROBability | Impact Score | Overall Score | Priority | Mitigation Strategy Description |
| | | the labour market characterised by shortages of qualified personnel, especially in energy, where the demand is high. | | | | | | | | | | staff will be considered. |
| 2. Risk 2 | | Project management staff unavailability (Overall project implementation) - The project was developed with concrete experienced city staff in mind for the positions of Project Managers. However, other competitive priorities within the city administration may cause (temporary) unavailability of that project staff. The resulting change of key personnel may | Governance & Management | Medium-term | Medium | Medium | | 3 | 3 | 9 | | • The project staff consists of a Consortium Coordinator and a Project Manager of each partner and 2 positions at the EMT. These key staff will be required to exchange information on a continuous basis, thus enabling continuity even in case of staff change. • Particular attention will be paid to documenting project progress allowing smooth handover to replacement staff. • Also, each partner has |



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| I. Risk Register - Risk Register | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Risk name | Deliverable/ Activity name | Description | Category | Risk Horizon | Probability | Potential Impact | Control over Risk | corePROBability | Impact Score | Overall Score | Priority | Mitigation Strategy Description |
| | | slow down project implementation, especially at the onset of the project. | | | | | | | | | | departments or positions for EU projects, which can take over certain tasks for short periods of time. |
| 3. Risk 3 | | Public procurement delays (D.1.4 Municipal Energy Management System, D.1.5 Energy audits and investment plan) - Unforeseen problems in public procurement, such as appeals against procedures, may delay the delivery of key services/products. | Operation al | Medium-term | Medium | Medium | | 3 | 3 | 9 | | • Sufficient time was allocated for the planned tenders, while financial thresholds were set so that simplified tendering procedures may be used. • Procurement will be implemented according to best internal practice, with the two cities exchanging advice and expertise regarding formulation of tender conditions. • Preparatory market consultations with businesses are also envisaged as a key prevention measure. |
| 4. Risk 4 | | Lack of interest | Governan | Medium- | Medium | Medium | | 3 | 3 | 9 | | • We planned for |



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| I. Risk Register - Risk Register | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Risk name | Deliverable/ Activity name | Description | Category | Risk Horizon | Probability | Potential Impact | Control over Risk | corePROBability | Impact Score | Overall Score | Priority | Mitigation Strategy Description |
| | | among city energy practitioners to engage in the Community of Practice (D.1.2 Community of Practice, D.1.3 Building Inventory, D.2.1 Energy managers and practitioners trained. - The cities face constant staff shortages and many competing tasks and priorities. The daily operative tasks often stemming from their legislative powers and obligations often diminish the staff's capacity to engage in strategic, long-term efforts. This may hinder the active involvement of relevant | ce & Managem ent | term | | | | | | | | flexible deadlines for each project phase. Many activities will be implemented in phases to allow for testing of approaches. • We plan an extensive sensitisation campaign for city managers and decision-makers to build understanding and buy-in. • We will carry out extensive initial mapping of practitioners to ensure that the proposed modes of cooperation/engagem ent are fit for their needs. • Active assistance will be offered to the relevant staff for specific tasks. |



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| I. Risk Register - Risk Register | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Risk name | Deliverable/ Activity name | Description | Category | Risk Horizon | Probability | Potential Impact | Control over Risk | corePROBability | Impact Score | Overall Score | Priority | Mitigation Strategy Description |
| | | employees in the project activities. | | | | | | | | | | |
| 5. Risk 5 | | Lack of interest of the city staff in training (D.2.1 Energy managers and practitioners trained) - It is not a given that all city employees will be interested in taking advantage of the offered learning opportunities. | Governance & Management | Medium-term | Low | Medium | | 2 | 3 | 6 | | • Senior city officials and department heads will be addressed to motivate their staff to engage in training by clearly highlighting the benefits, • Flexible training modules will be proposed corresponding to individual needs and motivations |
| 6. Risk 6 | | Inadequately planned financial flow (Overall project implementation) - The risk of lack of funds may arise from unplanned increases in project costs, especially those procured through tender procedures, or from poorly planned cash flow. | Financial | Medium-term | Low | Medium | | 2 | 3 | 6 | | • Project partners applied due diligence to prevent the risk of increased or unforeseen costs or poor cash flow using their extensive experience in implementing EU-funded projects. • Close monitoring of the financial health of the project will be carried out, involving |



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| I. Risk Register - Risk Register | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Risk name | Deliverable/ Activity name | Description | Category | Risk Horizon | Probability | Potential Impact | Control over Risk | corePROBability | Impact Score | Overall Score | Priority | Mitigation Strategy Description |
| | | | | | | | | | | | | project managers and the city financial departments. • Any unforeseen/increased costs will be covered from indirect costs. |
| 7. Risk 7 | | Low interest or involvement from business community (D.3.1. Pilot programme for companies' engagement implemented and tested in Bratislava) - Inadequate design of the business engagement programme may result in low interest among businesses. Such poor design might stem from a lack of understanding of businesses' motivations, internal processes or | Strategic | Medium-term | Medium | High | | 3 | 4 | 12 | | Several mitigation measures are proposed: • Bratislava plans to co-design the business challenge with businesses with a pre-existing CSR relationship with the city, • Best practices from abroad will be examined and adapted to local context, • Bratislava will carefully consider the possible target groups of companies to see where the greatest potential for impact and uptake by businesses lies, • Bratislava will be assisted by leading |



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| I. Risk Register - Risk Register | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Risk name | Deliverable/ Activity name | Description | Category | Risk Horizon | Probability | Potential Impact | Control over Risk | coreProbability | Impact Score | Overall Score | Priority | Mitigation Strategy Description |
| | | priorities. | | | | | | | | | | pro-bono consultants, Bloomberg Associates. |
| 8. Risk 8 | | Limited reach of knowledge sharing activities (all D.5 deliverables) - Lack of interest from the target audiences. This may be especially relevant in the case of partner cities in Slovakia, who will partner with Kosice or Bratislava for a more in-depth dissemination/capacity-building exercise. | Strategic | Medium-term | Low | Low | | 2 | 2 | 4 | | To better disseminate the results of the project we propose multiple modes of dissemination. Based on current interest in city policies in climate and energy, we assume that the risk of low interest from publishers or organisers of conferences is low. As for the partnering Slovak cities, we will seek to communicate the opportunity through multiple channels, while also designing the exchange in a way that corresponds to their needs and capacities. |
| 9. Risk 9 | | The future provider | Strategic | Medium- | Medium | Medium | | 3 | 3 | 9 | | The mitigation of this |



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| I. Risk Register - Risk Register | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Risk name | Deliverable/ Activity name | Description | Category | Risk Horizon | Probability | Potential Impact | Control over Risk | corePROBability | Impact Score | Overall Score | Priority | Mitigation Strategy Description |
| | | of the energy assistance tool is not secured - Social care and assistance are divided between the state, the regional self-government and municipalities. Some services are provided by the non-profit sector only. Issues related to tackling energy poverty, which have not yet been systematically addressed, do not yet have a clearly defined responsible body. | | term | | | | | | | | risk will be implemented through the identification of relevant partners at all levels aiming to build a functional partner network, possibly integrating the new tool into already existing services. Dissemination of the lessons learned (mainly through the policy brief) will play a key role here, as possible uptake might also need cooperation with the national government. |



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## Proposal Form

| Pilot City Application Details |
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| Project acronym |
| Building Power |
| Is this a multi-Mission-city application? |
| Yes |
| Multi-city application rationale |
| Bratislava and Kosice are the two largest cities in Slovakia together accounting for 12,5% of the Slovak population and 23,5% of the population living in Slovak cities. They have decided to join forces to: 1. lead the climate transition in Slovakia, and 2. pave the way for other cities in Slovakia and in the CEE region characterized by a similar situation hindering their potential for climate transition: • Municipalities in Central and Eastern Europe, specifically those located in territories behind the former Iron Curtain, lack the tradition and capacities for high-quality energy planning. • The absence of capacities prevents them from planning, funding, and implementing energy efficiency measures needed to fulfil their climate commitments. • Since the 1990s many of these cities have been “catching up” with the rest of the EU, often working in a reactive, rather than proactive, mode (i.e., only repairing things when they get broken). Having already applied together for last year’s pilot cities call, Bratislava and Kosice were not discouraged when their project was not selected. Instead, they deepened their cooperation and worked on exploring how they could jointly advance their efforts towards climate neutrality. For this pilot cities call, Kosice and Bratislava are applying together with the following rationale: • Common challenge: We share the urgent need to reduce the modernization debt that both cities have, developing a new governance model for energy and building capacities for energy savings and emission reduction in municipal buildings. • Enhanced impact: With Bratislava and Kosice joining forces, their experience will be more diverse, and the project’s impacts can reach a wider spectrum of other Slovak/CEE cities. • Knowledge exchange: Our different geographical and socio-economic settings offer a unique opportunity to test solutions in different contexts. Besides municipal buildings, the two cities will pilot context-specific programs to ensure on the one hand participation of local actors in energy transition (Bratslava), and on the other to support socially just transition for all citizens (Kosice). This will allow us to exchange best practices, lessons learned, and know-how while deploying two pilot programs at one time |
| City department (or equivalent) engagement |
| Abbreviations: city department (CD), municipal organisation (MO), municipal company (MC). KOSICE CD Strategic Development Responsible for strategic planning in line with the Sustainable Urban Development Strategy; it will take on the role of the Consortium Coordinator and will ensure translation of the project outputs into city policies/regulations. The CD is also responsible for investments and construction. CD Transport and Environment Responsible for purchasing of energy. Crucial for outreach to practitioners under WP1, while also being the recipient of capacity building in energy management and retrofit planning (WP2). CD Social Affairs Responsible for social housing, social care and intervention; it will cooperate to develop pilot model of citizen energy assistance with ETP Slovakia (WP4). MO Creative Industry Kosice MO is managing a City Lab, hackathons, a startup acceleration programme and CXI - Citizen Experience and Well-Being Institute. Will be consulted for innovation deployment and stakeholder engagement. Further CDs to be consulted include CD Data Policy and Analysis (energy and building data), CD Management of City Companies and departments managing specific stock of buildings, i.e., Housing Company Kosice, K13 Kosice Cultural Centres, CD Urban Greenery Maintenance, Kosice Youth Library, CD Education etc.). BRATISLAVA CD Strategy and Analysis Unit Responsible for strategic planning in line with the Sustainable Urban Development Strategy, it includes a |



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| specific team focusing on climate and sustainability. This team will take on the role of project management and delivery and will ensure translation of the project outputs into city policies and regulations. CD Construction Responsible for investments and construction regarding buildings and will thus have a crucial role within WP1. CD City Property Responsible for administration of all city property, including facility management, relevant especially for building inventory (WP1). Further CDs to be consulted include CD Data and Spatial Analysis (energy/building data), CD Innovation and Digital Services (innovation approaches and citizen engagement) and CD Management of City Companies, plus departments or organisations managing specific stocks of buildings (e.g., CD Social Affairs – senior homes, CD Culture – museums, ZOO, MO STaRZ – sports facilities). CD Legal, CD Procurement and CD European Funds Management will provide technical assistance in both cities. |
| Stakeholders |
| Civil sector: • climate initiatives/NGOs active in the sustainable energy domain, legal advocacy or citizen engagement, mainly Friends of the Earth), Climate Coalition, Via Iuris • NGOs promoting expertise in sustainable building construction, renovation and management, such as Buildings for the Future. • In Kosice, NGOs working with disadvantaged and/or marginalised communities will be contacted by project partner ETP Slovakia in support of WP4. For example the DEDO Foundation – Family Belongs Home, applies the principle of housing first helping people find a safe home and motivation to keep their housing. Carpathian Foundation is an umbrella organization with a portfolio of development programs and tools for marginalised groups and with local funding schemes. Private sector: • In Bratislava, specifically for WP3, multinational companies with well-established ESG expertise and commitments will be approached for pilot engagement under WP3. These might include manufacturing companies (Volkswagen), multinational hotel chains (e.g., Radisson Blu, Marriott) telco companies (e.g., Deutsche Telekom, Orange, AT&T) retail companies (e.g., IKEA, LIDL, TESCO), companies with a history of CSR cooperation with the city (Swiss Re). • For WP2, the German-Slovak Chamber of Industry and Commerce is providing certified EUREM qualifications in energy saving and energy management, APES (Association of EPC Providers), and SAFM (Slovak Association of Facility Management) will be approached. • The City of Bratislava will also disseminate learnings from WP3 pilot engagement to other private sector organizations, including via business membership organizations such as the American Chamber of Commerce. Public and academic sector: • Slovak Innovation and Energy Agency gathers data on energy efficiency and RES, provides no-cost consultations to citizens and public and private sectors on energy savings and sustainable energy. Additionally, it serves as the main state hub for energy innovations. During 2024, it will establish a network of 24 Regional Centres for Sustainable Energy to support local decarbonisation strategies. • Slovak Academy of Sciences, Institute for Forecasting will be approached for mapping of groups vulnerable to energy poverty for the development of energy assistance programme in Kosice. • Union of Slovak Cities, of which both Bratislava and Kosice are members, will be engaged to further the dissemination of learning and results. |
| Please confirm that you have uploaded the city/cities' letter(s) of support in the Files section |
| Confirmed |

| Project Overview |
|---|
| Pilot City overview (max 2,500 characters) |
| The BUILDING POWER project will build capacity, action, and impact for energy efficiency and emissions reduction in buildings in Bratislava and Kosice, a key concern for both cities. The two largest cities in Slovakia will act jointly to address energy use and related emissions from municipal, commercial, and residential buildings, amplifying their learnings and results through collaboration. To support municipal building emissions reduction, the cities will develop and formalise a new governance structure for energy management and introduce a user-friendly platform to track and manage energy use data. Crucially, |


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| they will build capacity within city government – both among staff and through systems – to understand this data, pursue energy savings, and prepare innovative financing models for building retrofits. By the end of the project, both cities will have structures and capacities in place to maximize new tools and solutions for building energy efficiency. BUILDING POWER will expand its impact to private sector actors and citizens, piloting multi-sector approaches critically needed to accelerate climate action. Kosice and Bratislava will each develop an innovative energy use reduction programme, addressing household and workplace energy use, respectively. Taking both tracks expands the programme's reach and leverages the cities' differing economic and social contexts. Since Bratislava is Slovakia's economic and business centre, the municipality will launch a voluntary energy efficiency programme for companies with large workplaces in the city. Bratislava will collaborate with experts from Bloomberg Associates to develop and manage the programme, building on international best practice models. To address the growing challenges related to energy poverty, the city of Kosice, together with the NGO ETP Slovakia, will develop targeted interventions based on the key needs of specific vulnerable citizens. The project has a core focus on growing knowledge and capacity among city stakeholders across departments, many of whom have not previously been engaged on energy and climate issues. It will also spread learnings to other municipalities, companies, and residents in Slovakia and the EU. Programme activities are designed to support ongoing and deeper action and impact, in Kosice and Bratislava and beyond, enhancing durable outcomes of the Pilot Cities Programme. |

| Pilot City Alignment - Please identify where your pilot activities align and link to the NZC Pilot Cities Programme's eligible activities and provide a brief description |
|---|
| Deploying technology, product, process, service, solution, policy, governance model |
| Yes |
| Deploying technology, product, process, service, solution, policy, governance model: Please briefly describe the above selected alignment of proposed pilot activities (max 2500 characters) |
| The Building Power pilot project deploys several types of pioneering actions in the CEE municipal context, including: Innovative technology/digitisation: • A Smart Energy Data Management System will be introduced as part of the project. The system will allow for precise and continuous analysis of energy consumption in municipal buildings and facilities, thus enabling the management of the city to make data-informed decisions regarding energy efficiency and GHG emissions reduction. Governance: • An Energy Management Team (EMT) will be established to boost the cities' capacity in energy efficiency. The EMT will in turn engage a wider "Community of Practice" of energy and facility practitioners from various city departments and organizations, ensuring that diverse needs and insights are reflected in the cities' energy management and retrofitting planning and practices (WP1) • Synthesising the learnings from the project, the EMT will create and validate an Internal Energy Management Procedure (WP1) to standardize energy management practices across city-owned buildings. The procedure will ensure good uptake of the proposed solutions and continuous interdepartmental engagement. Solution: • An inventory of municipal buildings and city facilities (WP1) will be developed, together with city energy management practitioners, facilitating continuous and organized exchange of information and building management. Building on that, a pilot retrofit investment plan will be developed based on the gathered data and including the identification of sustainable funding and financing models for building retrofits. • Since emissions from city property and city operations, both in Bratislava and in Kosice, only account for 4% of the overall GHG emissions, it is essential that the cities bring on board the private sector and the citizens. In light of this, two pilot solutions will be developed to engage private actors and citizens in energy transition in a just manner: Bratislava will develop a recognition programme to mobilise business sector partners, while Kosice will develop and pilot a new local model for energy assistance to vulnerable communities. |



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| Strengthening cities  use of scientific research |
| No |
| Establishing new knowledge, building capacity and capabilities |
| Yes |
| Establishing new knowledge, building capacity and capabilities: Please briefly describe the above selected alignment of proposed pilot activities (max 2500 characters) |
| One of the BUILDING POWER project's primary goals is to bolster the energy management and energy efficiency capability of Bratislava and Kosice, recognizing the lack of capacity as a key barrier to progress on these issues. This aim involves nurturing new expertise and expanding the abilities of city energy and facility managers across departments and city organisations (WP2). Key to this endeavour is the creation of a robust Community of Practice, which will serve as a platform for municipal and city-owned facility managers to elevate their skill sets, through peer-to-peer learning and an enhanced culture of cooperation. Through tailored training programmes led by industry experts, these professionals will be equipped with advanced knowledge and innovative strategies for energy efficiency, fostering a culture of continuous improvement within city operations. (WP1) Moreover, the initiative sets out to cultivate actionable knowledge by piloting two unique energy-saving strategies in both cities. Bratislava is set to collaborate with the private sector to promote the reduction of energy consumption and emissions in commercial buildings. Kosice, on the other hand, intends to focus on communities grappling with energy poverty, devising assistance tools for particular vulnerable groups. These efforts will not only lead to local progress on climate change mitigation but will also be meticulously documented and shared to ensure wide dissemination of the newfound insights, offering valuable lessons to other Slovak cities and contributing to the national discourse on energy conservation and sustainability (WP3, WP4) |
| Building more collaborative communities |
| Yes |
| Building more collaborative communities: Please briefly describe the above selected alignment of proposed pilot activities (max 2500 characters) |
| Kosice and Bratislava are trialling a new cross-sectoral and inclusive governance model for managing energy savings and energy efficiency. The model will integrate various departments, organisations and governance levels to promote a collective sense of responsibility and commitment and to sustain the newly defined practices and structures over time. At the heart of this model is the Energy Management Team, which will be responsible for leading strategic planning and operations, initiating and overseeing energy projects, and facilitating communication among departments, and practitioners. They will be supported by the Energy Advisory (WP1). Group, consisting of municipal staff skilled in energy, buildings, technology, and data, who will provide guidance on programme implementation. Furthermore, a Community of Practice will bring together a broad network of professionals to exchange knowledge and practices about energy conservation in municipal buildings (WP1). The second phase of the project will involve building the capacity of the community of practice through a cooperative and participatory method. The energy management team will first gauge the existing skills and needs of practitioners through various methods such as site visits, interviews and surveys. Training programmes will then be tailored to address the identified skill gaps and focus areas. (WP2). Additionally, the community of practice will have multiple opportunities to contribute to the programme through different forums and activities, including meetings, trainings, and study visits, both in person and online. They will also have a say in the creation of the municipal building inventory and the energy management system, ensuring data is shared effectively. This inclusive approach aims to connect with a broad range of staff, fostering a diverse and engaged community that bridges the gap between technical and non-technical stakeholders. |


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| EU Dimension and complementary activities |
| --- |
| EU, national, regional policy alignment (max 5000 characters) |
| The project is in line with the overall vision of the European Green Deal (2020) and its principles for clean energy transition, specifically in terms of prioritising energy efficiency, improving the energy performance of buildings and developing a power sector based largely on renewable sources. It was inspired by the lead actions and approaches defined under the Renovation Wave Strategy (2020) and will contribute to the concrete goals that were recently translated from the strategy into the Energy Efficiency Directive (2023) (EED). As highlighted by the Renovation Wave Strategy, increasing the rate of retrofits will require breaking down the complex and interconnected barriers along the renovation chain – from the conception of renovation projects through to their funding and completion. The proposed project aims to address the specific barriers at the municipalities of Bratislava and Kosice that have manifested in very low renovation rates and a preference for partial renovations and repairs rather than deep retrofits. This will be achieved through a systemic approach focusing on filling the data gaps (collection of data on building, digitisation of data on energy consumption), skills and capacity gaps and fragmentation of governance (upskilling and networking of municipality energy practitioners) and investment planning gaps (development of investment plan for a concrete subset of municipality buildings). The new EED binds the public sector to concrete and ambitious energy consumption reduction (1,9% per year, 3% yearly rate of public building renovations), while also encouraging it to lead by example and motivate the private sector to follow. The project was designed to empower the municipalities of Bratislava and Kosice on the road to leadership in energy efficiency, putting us in a stronger position to start engaging citizens and private partners in energy transition, which will be done as part of the project already (WP3). Importantly, the project will also introduce energy poverty considerations into municipal policies and operations, supporting a just and socially fair transition through piloting a direct support programme for vulnerable citizens and communities in Kosice (WP4). |
| Transferability (max 5000 characters) |
| Both Bratislava and Kosice are well-integrated in national (Union of Slovak Cities) and international city associations (Eurocities – Bratislava, Pact of Free Cities – Bratislava, Green City Accord - Kosice), benefit from fruitful co-operation with partner cities (Bratislava – Prague, Budapest, Vienna, Brno, Ljubljana; Kosice – Rzeszow, Miskolc, Uzhhorod) and have been a partner in many transnational projects (Bratislava – Horizon Decarb City Pipes, Horizon ATELIER, Kosice – UIA Kosice 2.0, URBACT SDG Governance. Based on expertise exchanges in the framework of these partnerships and projects, we believe that the transferability of pilot activities to cities in other European countries is high. The tackled barriers in energy efficiency and energy management in terms of competences, capacities, governance, funding etc. are relevant in the entire region of Central Europe, mainly the neighbouring countries of Czech Republic, Hungary, Poland and Ukraine. Additional similarities that might be relevant for the matchmaking process with other pilot cities as well as for transferability beyond the mission cities include: • History and structure of the industry, characterized by the presence of heavy and/or steel industry: Shared characteristics between Kosice and cities such as Miskolc (Hungary), Rzeszow (Poland) and Ostrava (Czech Republic), • Comparable size: Bratislava and Kosice are similar in size to several cities in the Czech Republic (Brno, Ostrava) and Poland (Krakow, Wroclaw, Poznan, Gdansk, Szczecin, Lublin, Katowice), • Challenging city-central government relationship with specific central government policies weakening the position of the cities: Shared characteristics between Bratislava, Kosice, and cities in Hungary, • Residential and tertiary sector growth resulting in challenges in terms of environmental impact, housing affordability, and cost of living: Shared characteristics between Bratislava and cities including Prague, Warsaw, Budapest, Krakow, and Ljubljana, • Large share of marginalised and vulnerable communities: Shared characteristics between Kosice and cities in Romania, Bulgaria, Hungary, Serbia, etc., • Previous cooperation: Kosice has an existing collaborative relationship with the Ukrainian cities of Uzhhorod and Kharkiv, primarily developed through a joint project focused on capacity building of public institutions and on increasing integrity in public affairs (https://ceea-cooperation.com). In addition, the consortium is highly committed to transferring the learnings from pilot activities to other cities in Slovakia on top of the |



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| NZC twinning program. We believe that the learnings will be specifically relevant for the 18 Slovak cities that are benefitting from the ITI allocation under the ESIF, which is largely focused on the investments under Policy Objectives 1 (Smart Europe) and 2 (Sustainable Europe) of the EU Cohesion Policy. Several effective tools for this transfer are proposed under WP5. |
| Current/past pilot-complementary activities (max 5000 characters) |
| Kosice o Data analysis. Data-driven solutions and decision-making are managed via a newly established Data Policy Department and an open data platform – a public website which includes data sets relevant to climate change mitigation and many other city services. The open data platform serves as the main source of data for local hackathons, design thinking events and other activities focused on creating solutions in cooperation with the private and academic sectors. o Citizen Participation and CSR cooperation with businesses through Citizen Experience and Well-being Institute (CXI). CXI supports data-based decision-making through its activities; it identifies challenges and searches for ways to address them in cooperation with the city, universities, business, and civic sectors. It also offers the Challenger URBAN creative acceleration program, a boot camp for teams and startups developing innovative products or services with the potential to contribute to the development of Kosice. CXI puts on a wide range of innovation events (e.g., hackathons, meetups) creating opportunities to solve urban challenges designed for startups, entrepreneurs, NGOs, professionals in information technology and creative industries, and residents. o Innovation. Kosice has been devoted to its vision of becoming a climate innovation and citizen engagement testbed. The most relevant project in this regard is 'Kosice 2.0', which focuses on innovation and experimentation to support sustainable urban development. It was implemented by a consortium of partners, led by the City of Kosice with the support of Urban Innovative Actions Initiative (UIA). The City of Kosice is the first city in Slovakia to succeed in the UIA. o Transformation process. The City of Kosice went through economic and social transformation as a result of the European Capital of Culture Project in 2013 and its spin-off activities. As part of the continuing story of transformation, a new co-location centre of EIT Culture & Creativity was open in Kosice (one of six in the given EIT, the first one ever in Slovakia). The common topics with the pilot project include actions to develop behavioural change narratives for local citizens, by using culture and creativity as a driver. Bratislava o Innovation. Bratislava is nurturing innovation through the establishment of an open innovation platform, Bratislava City Lab. The platform acts as a secure environment where innovative ideas can be tested and refined through controlled experiments and pilot solutions. New technologies are given a chance to be trialled on a small scale before they are fully implemented, ensuring that they meet all necessary needs and requirements. Since 2020, Bratislava City Lab, in collaboration with CIVITTA and other partners, has been hosting Climathon, Slovakia's largest hackathon focused on climate-related innovations. Notable projects resulting from Climathon include a Mobility as a Service (MaaS) application and an Ecoindex tool for blue and green infrastructure planning. o Citizen participation. A specialized department has been created under the Metropolitan Institute Bratislava, dedicated to engaging the public in significant city projects, such as revitalizations of public spaces. All of these activities are underpinned by a comprehensive Manual of Participatory Planning and Socio-Spatial Mapping in Bratislava, which provides many valuable lessons for engaging citizens both in Bratislava and Kosice. o CSR cooperation with businesses. Bratislava has systematically been fostering cooperation with socially responsible local businesses, which have generously contributed to various city greening projects, including the '10,000 Trees' initiative, and/or offered in-kind support of advisory services (e.g., joint organization of Climathon with Swiss Re). These contacts and expertise will be built on in creating the business engagement programme under WP3. o Experience with reform programmes. Under the leadership of Mayor Vallo since 2019, Bratislava's administration has successfully completed several strategic reforms that required bold political leadership, inclusive stakeholder engagement and communication. Some of the key reforms include the introduction of parking regulations, transformed management of the city forests to enhance sustainability, creation of the Metropolitan Institute of Bratislava to improve urban planning and public space design, or a redefined management strategy across city companies, promoting improved oversight and shareholder control by the city. The project management team will seek to establish contact with the responsible departments to ensure that learnings and insights from these transformative exercises |



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| will be used in the transformation of energy efficiency management in the city. |

| MANDATE TO ACT: Pilot Mandate to Act |
|---|
| Political support and endorsement (max 2500 characters) |
| Kosice and Bratislava are committed to their role as the leading municipal actors for the climate transition in Slovakia. Both cities are gradually integrating resilience and sustainability considerations into their policies and operations, and are committed to GHG emission reduction, as demonstrated through their accession to the EU Covenant of Mayors for Climate & Energy. The City of Kosice acceded to the Covenant of Mayors based on the resolution of the Kosice City Council dated December 12-13, 2019. Sustainable Energy and Climate Action Plan (SECAP) Kosice was then prepared and approved by the city council on June 17, 2022. The City of Bratislava acceded to the Covenant of Mayors based on the resolution of the Bratislava City Council dated April 26, 2012. Following accession, the city's Sustainable Energy Action Plan (SEAP) was adopted in 2013. Bratislava is now finalising its new emissions inventory, including monitoring emission developments between 2021 – 2020 (SEAP period), and its new SECAP, to be adopted by March 2024. In addition, the political support of the mission has translated into concrete governance changes. Both cities now have created climate/sustainability teams under their strategy units; in January 2023, Bratislava named its first Vice Mayor for Environment and Climate Change. These actions demonstrate the strong commitment of Mayor Polacek's and Mayor Vallo's administrations to catalytic climate mitigation action (see Letters of Support). However, Bratislava and Kosice's SECAP planning and implementation have highlighted barriers to the bold and transformative action required to meet the urgency of the climate crisis. A key barrier is Slovak cities' lack of power and human capacities in the domain of energy, which is primarily controlled by the national government. Additional context on barriers, and opportunities to address them through Pilot Cities activities, are detailed in 'Barriers and challenges'. To meaningfully accelerate their emissions reduction efforts, Kosice and Bratislava must effectively mobilise their administrations' resources and stakeholders, as well as build awareness, support, and action among residents and the private sector. Participation in the Pilot Cities programme reflects an awareness of existing barriers, as well as an ambitious effort to pilot, scale, and share innovations that can drive greater emissions reduction impact elsewhere in Slovakia and CEE. |
| Overarching vision for carbon neutrality (max 2500 characters) |
| Both Kosice and Bratislava have devised explicit plans in their Sustainable Energy and Climate Action Plans (SECAPs) aimed at reducing emissions by 2030. Kosice has set a goal to cut emissions by 40%, while Bratislava is pursuing a 55% reduction (planned adoption of this target in its SECAP by March 2024). These targets and the corresponding investment plans align with the requirements of the Covenant of Mayors at the time of each city's SECAP adoption. It stems clearly from both SECAPs that energy transition remains a major obstacle, as the energy domain in its many facets (e.g., energy efficiency, energy infrastructure planning, renewable energy integration, community engagement) has not been an integral part of municipal governance in Slovakia. Sustainability and GHG emission reduction perspectives are growing priorities in both cities. However, a comprehensive vision for achieving carbon neutrality, along with potential transition pathways and associated investment strategies, have not yet been articulated in either Kosice or Bratislava. Moving forward, both cities are in the process of developing their Climate City Contracts (CCCs), and intend to submit them in 2024. A crucial aspect of the CCC development process will be to identify and communicate actionable breakthroughs in the individual emission domains, while also highlighting the most significant obstacles to progress. Both cities are committed to effectively engaging stakeholders across sectors through this process. National government engagement is particularly critical given cities' limited power to take key climate mitigation actions independently, e.g., to implement more stringent building codes or change planning and traffic regulations. Effectively communicating the vision of a climate-neutral city to citizens and |



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private sector partners is also needed to invite and strengthen broad participation to achieve larger-scale action, as cities in Slovakia are directly responsible for only small shares of GHG emissions from their operations or properties and have no control over key energy utilities, which are either privately or state-owned.

Connection to city budgeting and financing (max 5000 characters)

Slovak cities face significant budgetary challenges, particularly as it relates to funding for climate action. Slovakia is one of the most centralized countries in the Central and Eastern Europe region (IMF Country Report No 19/330), which is reflected in regional and local government powers and funding. While largely independent in terms of fiscal planning, Slovak regions and municipalities only receive central government funding in the form of personal income taxes. Tax receipts from personal income tax are redistributed among all municipal and regional governments based on their respective number of inhabitants; the level of economic activity on the city territory plays no role in the city funding. The impact of local taxes on total revenues is insignificant, while both regions and municipalities have limited revenue-raising power and must run on balanced budgets. As a result, Slovak cities have significantly constrained financial revenue on a per-resident basis. This is particularly evident in comparison to other cities in the region; per-resident financial revenue is 59% higher in Prague and 198% higher in Vienna (Bratislava 2030). These constraints have been exacerbated as the Slovak government has repeatedly reduced cities' revenues in 2022 and 2023 to fund financial assistance through tax cuts on personal income to help address increasing energy and living costs. Consequently: • Slovak cities continue to be dependent upon EU funding to implement infrastructure investments, including climate-related interventions. This funding is subject to stringent and frequently inflexible requirements limiting its potential impact and availability to address priority needs. • Innovative approaches to climate action, including to energy efficiency, are avoided by the cities as they involve higher rates of financial and capacity risks. • City building stock has significant deferred maintenance and modernization needs. This is particularly acute for energy-intensive buildings including heritage-protected buildings or sports facilities (stadiums, ice rinks, swimming pools and similar). High upfront costs to retrofit such buildings discourage municipalities from undertaking deep retrofit projects. Instead, partial solutions are repeatedly chosen to address immediate problems through repairs. This approach perpetuates a vicious cycle where short-term, affordable solutions fail to address the underlying inefficiencies. As a result, buildings and facilities continue to consume excessive energy, while they function sub-optimally for users and deteriorate at a pace that necessitates further maintenance and repairs. In light of these limitations, the proposed Pilot Cities programme seeks to take a targeted approach to plan and undertake energy efficiency improvements. As a direct result of the project, the cities will improve their internal energy management capacity and reduce their energy consumption in the short-term, while streamlining retrofit planning in the long-term. Importantly, project teams at both cities will focus on raising awareness among city staff on how these energy efficiency measures translate to emissions reduction, including creating a monitoring framework for reporting emissions from buildings. Our approach aims for financial sustainability, as we believe that the new governance structures and procedures will create value for money through savings and potentially better asset management.

Complementary city programming (max 5000 characters)

The planned activities are in line with the Sustainable Urban Development Strategies (SUDS) of both cities, directing urban development until 2030. Both SUDS come with investment packages supported by specific allocations from the Integrated Territorial Investments (ITI) tool of the European Regional Development Fund. Slovakia is introducing the ITI tool for the first time in the 2021 – 2027 programming period. Bratislava and Kosice are two of the total of 18 cities and 8 regions receiving this direct funding and will be beneficiaries of a substantial funding package (120 million EUR and 67 million EUR respectively; note that Bratislava receives less funding as it is classified as a more developed region for the purposes of the Cohesion Policy.) The investments fall specifically within policy objectives 1 and 2 of the Cohesion Policy, i.e., a more competitive and smarter Europe, and a greener, low carbon transitioning towards a net zero carbon economy and resilient Europe. In areas relevant to the project, this funding can be used for: • Smart technologies,



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data collection and analysis, • Retrofitting of public buildings, • Deployment of renewable energy sources, • Supporting analytical capacities at the municipalities, • Support of cross-sectoral cooperation in the field of research, development, and innovation (only in Kosice). Maximizing the impact of these funds is crucial. It is therefore essential to blend them with various resources, financial or otherwise. Wherever funding conditions and timing permit, the project team will make sure to integrate insights, knowledge, and capabilities gained through the pilot project into the planning and execution of ITI investment actions. Currently, the ITI investment packages are under discussion with local partners and the Ministry of Investment, Regional Development and Informatization of the Slovak Republic. The execution of concrete projects is expected to begin in 2024 after relevant calls are published. This means that some of the planned investments, including in building retrofits, are already part of the city budgets for 2024. In line with the terms of the calls and taking into account the DNSH principles, deep retrofits are required with a minimum of 30% primary energy reduction, but up to 60% is preferred. Moving forward, the project team will set a target for energy use reduction in the buildings engaged in the energy management system. This approach will ensure that such investments are planned thoughtfully and sustainably, prioritizing long-term strategic objectives over immediate maintenance and repair needs, and allowing for a more predictable and well-organized allocation of resources. This will put both cities on a good track to fulfilling the requirements of the Energy Efficiency Directive (once it is transposed into national legislation) regarding rates of public building renovation and energy consumption reduction.

| MANDATE TO ACT: Understanding the Problem(s) |
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| Confirm selection of emissions domain(s) your pilot activities will focus on (IMPORTANT: Please select this in the Proposal Overview tab) |
| Confirmed |
| Pilot activities: emissions domain(s) in relation to city's carbon neutrality (max 5000 characters) |
| The rationale for the selection of the two energy-related emission domains is based on: • Domain significance based on data available on national and city levels • Potential in relation to carbon neutrality ambition Domain significance The importance of energy efficiency to the cities' carbon-neutral ambition was confirmed by the World Bank's Low-Carbon Growth Study for Slovakia (World Bank, 2019), which outlined four possible decarbonization scenarios for Slovakia. For all scenarios, building renovations by businesses and households play a key role. Similarly, the Low Carbon Development Strategy of SR states that until 2030, the most important source of possible energy savings is the building renovation policy. More specifically, the strategy proposes i.a., to: • Increase the required target for energy savings in building renovation from 30% to 60%, • Increase the rate of renovation for public buildings and family houses, • Create specific national funding mechanisms for the renovation of buildings in the Bratislava region (which cannot use EU funds due to its status as a 'more developed region'), • Consistently apply the principles of green procurement for all energy efficiency measures, • Use innovative financial mechanisms (green debentures and green bonds, energy savings audits, guaranteed energy services, an auction system for energy purchases, soft loans through revolving funds, a bonus-malus financing mechanism, soft-rate mortgages for energy-efficient buildings), • Install and deploy smart metering systems in energy systems and installations, • Increase the energy performance of buildings, focus on the active application of passive elements and technologies, i.e., to reduce heat transfer through the external cladding and roofing) as well as through nature-friendly solutions, such as planned greenery in streets, car parks as energy-active areas, green roofs and walls. The BUILDING POWER project will take into account these objectives and principles proposed by the strategy. The important role of buildings in meeting decarbonisation targets is well documented in the SECAP of the City of Kosice. The emission inventory revealed that buildings are responsible for 350 234 tonnes of $CO_2$, corresponding to 39.5% of the city's total $CO_2$ emissions and they consume on average 44% of energy when compared to industry, public lighting and transport at the city level. The final data for Bratislava is not yet available as the emissions inventory is being finalised for SECAP publication in 1Q/2023, however, preliminary data show that stationary energy make up |



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around 40% of GHG emissions in Bratislava, while emissions from the city-controlled property account for 4% of the city emissions. Potential in relation to carbon neutrality Each city owns and manages a portfolio of more than 200 buildings. Many of these buildings have seen little to no improvement and offer significant opportunities for improved energy efficiency and emissions reduction. While these buildings only account for a small proportion of the cities' total building stock and emissions, addressing their energy use has the potential to confer greater benefits and impact. As mandated by the EED, the public sector should lead by example in building renovation – by demonstrating their commitment to action, the cities can encourage other sectors and residents to follow and match that commitment. In addition, the proposed programme will offer best practices to guide broader action. A sizeable proportion of Bratislava and Kosice's building stock has standardized designs, including Soviet-era multi-family housing, public schools, and social housing, which are well-suited for standardised interventions and where a lot of progress (especially in residential housing) has already been achieved. There are also other significant 'low-hanging fruit' energy savings opportunities in Bratislava and Kosice, as typical CEE localities with lower renovation rates and colder climates. Therefore, energy savings opportunities identified for selected municipal buildings can have broad applicability for other building owners and tenants. Further, promoting behaviour change by building residents and users can generate additional energy savings at low or no cost: a recent experiment by the CityLab project in Poland saw household electricity consumption reductions of 15 – 20% through behaviour change alone (Increasing Renovation Rate Of Buildings In The Visegrad Countries, Visegrad Fund, 2022). Building learnings through the pilot programme will enable Bratislava and Kosice to help stakeholders understand and undertake their own quick-win energy savings activities. While the project proposal focuses primarily on energy savings rather than the complete decarbonisation of the municipal building inventory (e.g., along with the replacement of the heating source), we consider this project to be a first stepping-stone on the municipal decarbonisation journey.

| High-level assessment of progress in decarbonisation (max 5000 characters) |
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| National level Slovakia's carbon footprint has decreased significantly in recent decades. The total GHG emissions were 37 002,7 gigagrams of CO2 equivalent in 2020 (without LULUCF and without indirect emissions), which represents a reduction of 49,6% against the base year 1990. The data for 2020 also show that the total CO2 emissions decreased by 7% in comparison to emissions produced in 2019. These savings were achieved largely due to legislative limitations of fossil fuel usage and switching from coal and oil to natural gas. In addition, the SHMI National Inventory Report 2022 states that the recent decrease has been achieved by restructuring the economy towards less energy-intensive production. Further potential for reductions of GHG emissions will thus need to be found elsewhere. In regard to renewable sources, according to the latest Eurostat data, 17,3% of national gross final energy consumption came from renewable energy in 2020. Although Slovakia surpassed the 2020 goal for a 14% share of renewable sources, it is still lagging behind the EU average of 22,1%. Municipal level There is currently no framework for systematic monitoring of GHG emissions at the municipal level (as described in 'Barriers and challenges to be addressed via pilot activities'). The GHG inventory is compiled on the national level by the Slovak Hydrometeorological Institute (SHMI) within the National Inventory Report of the Slovak Republic, published once a year. Cities commission their emissions inventories externally as part of the SECAP exercises. In terms of buildings, the current level of progress described by the Basic Emission Statement in Kosice (2020) indicates that 75% of the public buildings and about 50% of the residential buildings are still in their original condition. In Bratislava, only 9% of the city's buildings are in 'good' condition, meaning that most do not meet modern energy efficiency requirements for operation and require in-depth renovation (Bratislava 2030). The lack of data and monitoring frameworks at the municipal level is a significant gap and a priority to address by introducing a system for collecting and monitoring data on building energy consumption through the pilot programme. |
| Barriers and challenges to be addressed via pilot activities (max 5000 characters) |
| Kosice and Bratislava face key challenges in acting on sustainability and climate neutrality. As detailed above, Slovak cities are contending with limited and decreasing financial support from the national government, while having little revenue-generating power on their own. Concerning climate change |



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governance, Slovak cities are getting limited support from the state. To this moment, there has not been sufficient legislation (e.g., climate law) that would allow them to create and implement tools to influence various climate-related processes In addition, approaches, methods and strategies to tackle climate change usually vary from one ministry to another and there is no overarching guidance. These challenges are exacerbated by a political situation that has worsened after the September 2023 national election. In addition, Slovak cities' ability to innovate through technology is limited by a significant 'brain drain'. More than 300,000 people have left Slovakia in the past 15 years. Those departing are more likely to be highly qualified, and only one-third of leavers express a desire to return (SLSP, 2022). This brain drain contributes to a lack of capacities across all sectors but is especially pronounced in the public domain, where salaries cannot compete with private companies or higher offers abroad. There are several additional barriers to effective climate action in our cities that the pilot project seeks to address. These barriers have been identified by consortium partners and through discussions and mapping exercises with stakeholders from relevant municipal departments and organisations. B1. Siloed and fragmented responsibilities for energy and facility management: • Insufficient communication, information sharing and data transfer between different levels of the administration, city departments and city organisations, • Lack of a sense of ownership among civil staff concerning energy and facility management, • Ineffective coordination between teams and staff, which can lead to overlaps and duplication between projects, • High turnover of municipality staff, resulting in lost institutional knowledge and poor continuity for the city's agenda. B2. Limited awareness and integration of climate change mitigation into wider city activities: • Lack of familiarity and buy-in on climate topics among city staff, • Disconnection of climate planning from other city functions. B3. Limited technical capacity on energy topics, in Bratislava and Kosice as well as nationally: • Insufficient financial resources of municipalities to attract energy experts to work for the city and stay on for a longer period, • Lack of municipal energy planning to address current challenges and future needs. B4. Absence of systemic municipal energy policy and data-driven energy management: • Historic lack of focus on energy savings issues in the context of typically low fuel prices, • Lack of experience and clarity on how to use energy data available to cities, • Lack of common standards and procedures in energy-saving measures. B5. Limited use of innovative financing models for energy savings measures, deployment of renewables and building retrofits: • Traditionally high dependence on EU funding in municipal development of Slovak and CEE cities, • Negative experience of cities with innovative financing models, leading to exaggerated precautions and slowing down of investments, • Lack of financial and administrative support from the state for cities' involvement in projects such as EPC, incl. combination of EPC with private money and state/EU financial resources, as is the case in the Czech Republic with an existing subsidy system. B6. Limited ability to drive non-municipal decarbonization action: • Lack of regulatory power for cities to mandate energy efficiency and/or emissions reduction action by the private sector and citizens, • Lack of financial capacity to directly support decarbonization action, • Unreadiness to confidently and reliably partner with businesses and citizens on these topics due to fragmented governance and lack of capacity, • Limited past engagement with the private sector that can be leveraged to build cooperation on emissions reduction. B7. Difficulty accessing households most vulnerable to energy poverty: • Energy poverty is currently not widely acknowledged as a significant societal issue, • Strategies to combat energy poverty predominantly focus on infrastructural enhancements and modifications, • The societal position of individuals, coupled with the potential fear of public embarrassment, hinders people from acknowledging and identifying their circumstances of energy poverty, • The households that are most susceptible to energy poverty commonly consist of individuals who may lack adequate education, time, information, language proficiency, or other essential resources. This makes it challenging for them to engage in programs offering assistance and alleviation from energy poverty.

Barriers and opportunity for systemic approach (max 5000 characters)

We will pursue systemic change by addressing identified barriers through a cross-cutting set of changes in governance, policy, technology, financing and social innovation. To address the first set of barriers related to siloed and fragmented responsibilities (Re: B1 above), we will test a new governance model with a multi-stakeholder approach for energy and facility management (WP1). It will strategically engage different levels of governance at particular


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| moments but will also create a system of broader cooperation and participation with a shared mission across the programme. The aim of this approach is to foster a sense of responsibility and ownership across all levels of energy and facility management. 1. Energy Management Team (EMT): will lead strategic and operational planning and decision-making for energy-related activities, launch and manage these activities, and lead communication and engagement between staff, departments, and practitioners, supported by the cities' strategic and climate teams. 2. Energy Advisory Group (EAG): the EAG will be comprised of 5-10 key municipality staff with responsibilities related to energy, buildings, technology, and data management, and will advise the EMT on programme planning and execution. These staff members have been informally consulted on building energy topics in the past but have not previously worked together in coordination. They have committed to providing their subject matter expertise and knowledge of municipal processes through the EAG, and to sharing data and information related to their areas of responsibility, assisting with outreach to energy and facility managers in city-owned buildings, and, where relevant, supporting external engagement i.e., with the business community, citizens, and other Slovak cities. 3. Community of Practice (COP): the COP will be a wider network of energy and facility practitioners across city departments and organizations created to enable knowledge sharing and ongoing information exchange on energy-saving measures in city-owned buildings. A collaborative and participatory approach will also be applied to capacity building designed and deployed in WP2. We envisage addressing the barriers related to limited capacities with trainings corresponding to the expertise and skills identified as most needed by practitioners. (Re: B2) As capacity building will take different forms (trainings, sensitisation campaign), we hope to reach a larger number of staff, create a wider, inclusive and diverse community of practice around energy and climate, and empower links between technical and non-technical views and experiences (Re: B3). Barriers relating to limited technical capacity and lack of funding (Re: B4 and B5) will be addressed through a combination of mutually complementary technology and policy innovation: • A Smart Energy Data Management System to allow for clear and concise gathering, analysis and use of energy consumption data (WP1), • An Inventory of Buildings (while not being the most revolutionary solution) to bring urgently needed change in the governance of municipality buildings, becoming a first step of the transformation from fragmented towards centralised buildings management (WP1), • An Internal Energy Management Procedure to standardize practices across city-owned buildings, provide clarity on complicated processes and avoid loss of knowledge in a situation of high staff turnover (WP1), • Innovative financing models to be explored for speeding up retrofits (WP1), while we also believe that the EMT and EMS will create financial value to ensure financial sustainability of the achieved project results. Based on these systemic changes, both cities will be able to overcome barriers related to private sector engagement, as having the experience, capacities, and governance model in place for energy management is a precondition to becoming a confident and equal partner to businesses (Re: B6) above). This will further be tested in the Pilot engagement programme in Bratislava (WP3), which will provide necessary insights and feedback on the possibilities of engaging private sector companies, both for energy and other sectors in future cooperation towards climate neutrality. Finally, the experience from the pilot programme to fight energy poverty in Kosice (Re: B7) will create and test new tools for institutions (cities, NGOs, social services) to approach vulnerable communities. These tools can be integrated into the social services provided by Kosice but also in other Slovak or regional cities. |
| MANDATE TO ACT: Orienting to Systemic Solution(s) |
| Confirm selection of Levers of/for change your pilot activities will focus on (IMPORTANT: Please select this in the Proposal Overview tab) |
| Confirmed |
| Levers of/for change and important for carbon neutrality ambition (max 2500 characters) |
| L1. Learning and Capabilities As outlined previously, a lack of technical expertise related to energy presents a significant barrier to Slovak municipalities' energy transition. To ensure a sustainable and long-term approach to addressing this challenge, it is imperative to harness existing expertise within city government and develop it further. L2. Data and Digitalisation Both cities will implement a smart energy platform, a critically needed tool to inform and |



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| guide energy savings action. Primarily, it will help the city to identify opportunities to reduce energy consumption, leading to cost savings and a reduction in carbon footprint. Beyond the immediate gains, the platform will serve as a tool for data-driven decision-making, facilitating analysis related to energy use, procurement, and future infrastructure investments, including the integration of RES. A key feature of the system will be its user-friendly interface, which will make information accessible to a broader audience. L3. Governance and Policy Both cities will develop governance arrangements that facilitate systemic change within their existing organizational structures. Specifically, city staff in the Energy Advisory Group and the Community of Practice will be familiarized with and trained to operate under the newly established internal procedures. These procedures will formalize various aspects of energy management practices, including the collection, analysis, and publication of data. L4. Finance and funding As mentioned above, high upfront costs to retrofit buildings discourage municipalities from undertaking deep retrofit projects. Instead, partial solutions are preferred to address immediate problems through repairs. With very constrained municipal budgets, it is necessary to explore viable funding models, such as EPC or others (e.g., revolving funds), whose potential seems not to be fully tapped. L5. Social innovation While there is solid expertise in outreach to vulnerable and marginalised communities in Kosice, energy has not been a central focus of interventions. Given escalating energy costs and increasing dependence on alternative, unclean energy sources within the most impoverished communities, there is a pressing need to include energy poverty as a key aspect of social interventions. In addition, social innovation is also relevant to engaging businesses to participate in emissions reduction from buildings. |
| Anticipated interaction of, and entry points for, identified leaver(s) (max 5000 characters) |
| L1 – Learning and Capabilities Interaction: This lever acts as a foundational block, enabling the municipalities to build internal expertise, thus fostering informed decision-making in energy management and retrofitting, while also unlocking potential gains in other areas of energy policy. Barriers addressed: B1 – Siloed and fragmented responsibilities for energy and facility management, B2 – Limited awareness and integration of climate change mitigation into wider city activities B3 – Limited technical capacity on energy topics B4 – Absence of systemic municipal energy policy and data-driven energy management system. Entry Points: • Deploy capacity-building programs and study visits (A.2.1 and A.2.2) • Create an Energy Management Team, Energy Advisory Group and a Community of Practice (WP1) • Collaborate with experts and foster peer-to-peer learning to keep the curriculum and knowledge up-to-date and relevant (A.2.3) • Disseminate knowledge to other cities (WP5) L2 – Data and Digitisation Interaction: This lever will empower the project with concrete data, specifically data about buildings and their energy consumption. It interacts with all other levers by providing the necessary information and insights for decision-making and planning while ensuring long-term impact on energy savings and GHG emissions reduction. Barriers addressed: B4 – Absence of systemic municipal energy policy and data-driven energy management system: Entry Points: • Implement the smart energy platform early in the project to start collecting and analysing data immediately. Make the platform accessible to relevant stakeholders, ensuring that data informs various aspects of energy management strategies. (A.1.4) • Similarly, develop an inventory of buildings and share it with relevant stakeholders to continuously update information (A.1.3) • Create a Community of Practice, where engaged staff will be both providing data for the energy management platform and benefitting from the increased knowledge base. L3 – Governance and Policy Interaction: This lever ensures that there's an organizational framework to support and sustain the energy initiatives, by providing a structured approach to implementation and management. Barriers addressed: B1 – Siloed and fragmented responsibilities for energy and facility management, B3 – Limited technical capacity on energy topics, B4 – Absence of systemic municipal energy policy and data-driven energy management system, Entry Points: • Develop and formalize governance structures (e.g., Energy Management Team) and new internal procedures (A.1.1, A.1.6) • Create a Community of Practice that will ensure continuous learning, adaptation, and improvement in energy management/retrofit practices (A.1.2) L4 – Finance and Funding Interaction: This lever is crucial for the feasibility and implementation of energy-saving measures and interacts with all levers by enabling the actions that can be taken based on available finances and funding mechanisms. It is also key for sustained emission reduction in the medium- and long-term period. If cities are successful, there is a huge transferability potential to other cities in |


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| Slovakia. Barriers addressed: B5 – Limited use of innovative financing models for energy savings measures, deployment of renewables and building retrofits: Entry Points: • Explore and identify various funding models, including Energy Performance Contracting (EPC), grants, and partnerships (A.1.3. A.1.4, A.1.5) • Develop a financial strategy for selected groups of buildings that aligns with the energy management goals and available funding options (A.1.5) We believe that the new governance model and the proposed financing models will support the long-term financial sustainability of the achieved transformation by creating value from savings and better asset management. L5 – Social Innovation Interaction: This lever brings a social dimension, interacting mainly with learning and capabilities, governance, and finance levers ensuring that energy strategies are inclusive and consider the needs of marginalized communities (WP4). In Bratislava, this lever is crucial to engage businesses (outside of ETS), which are responsible for significant amounts of emissions. Barriers addressed: B6 – Limited ability to drive non-municipal decarbonization action B7 – Difficulty accessing households most vulnerable to energy poverty Entry Points: • Collaborate with social organizations and communities to understand their needs and challenges related to energy (WP4) • Integrate energy poverty considerations into existing social programs and innovate new interventions focusing on sustainable energy use in marginalized communities (WP4) • Create a programme for involving other key stakeholders (businesses) in energy and climate transition (WP3) |

| CAPACITY TO ACT: Collaboration and Engagement |
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| Stakeholders (max 2500 characters) |
| Both cities: Two key stakeholder engagement mechanisms are envisaged, especially the Energy Advisory Group (EAG) and the Community of Practice (COP). Both will be coordinated by the newly established Energy Management Team (EMT) Most potential members of the EAG have already been consulted for the development of this proposal and include representatives from various departments, who see energy efficiency as their mission and are willing to push this agenda forward. Potential participants in the COP will be identified and engaged through consultation with the EAG and a mapping exercise, including interviews with city staff and visits to city-owned buildings. The COP will provide the EMT with key details on municipal facilities to help develop the building inventory. The COP will also be the main recipient of capacity development, while some members might also be involved in the co-design of learning activities. Bratislava – key stakeholders for WP3 • Private sector companies: Bratislava will invite key private sector stakeholders (i.e., large companies and those with sustainability targets) to participate in WP3. Participants will commit to a building energy use reduction target, report their energy data, and benefit from mayoral recognition and peer engagement opportunities. Previous CSR experience will be used to engage the initial group of companies who will be approached to co-design the program. • Bloomberg Associates (BA) will co-develop this programme with Bratislava, see more in WP3. Kosice – key stakeholders for WP4 • Kosice has invited ETP Slovakia to partner in the project to help design an assistance tool to fight energy poverty. ETP has 20+ years of experience in field research, social work and sustainable urban development. • The key stakeholders here are vulnerable citizens themselves who will be engaged in several ways, see below. For the scaling of the selected tools, ETP will seek to establish a network of implementation partners (e.g., for a hypothetical financial literacy tool, this might involve a financial institution). Please refer to the detailed list of internal and external stakeholders in the introductory part of the proposal. |
| Impact on citizens (max 2500 characters) |
| Indirect benefits During the Pilot Cities programme period, Bratislava will focus on municipal action and private sector engagement, rather than direct citizen engagement. This approach seeks to complement Kosice's work with vulnerable residents and build the learnings achieved through the programme by engaging multiple sectors and groups. Indirectly, Bratislava's work will help to raise awareness and upskill citizens on energy management and climate. As noted previously, behaviour change offers a key low-cost energy savings opportunity. The City's work with municipal employees and private sector |


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| companies will seek to engage employees to play an active role in reducing energy use to achieve these savings. Learnings from employees' engagement will be relevant beyond the workplace i.e., helping them to save energy, money, and carbon elsewhere in their lives. In the long-term, potentially higher rates and higher quality of retrofits in Kosice and Bratislava will lead to improved usability of public buildings and thus better public services for local citizens. These may involve co-benefits in terms of health and safety, especially with regard to services that are being provided in our elderly homes, kindergartens or elementary schools. Ideally, the retrofit solutions will be combined with revitalisations of surrounding public space offering better access to green and blue infrastructure to users of the given city service. Any high-quality retrofit could also serve as an awareness-raising tool on energy efficiency and climate, provided that specific education tools (e.g., information boards) are included. Direct benefits Under WP4, direct benefits for citizens are particularly important. The City of Kosice and ETP aim to develop a new municipal service targeted at a specific group of citizens vulnerable to energy poverty. This initiative will be informed by a comprehensive mapping exercise. The thorough investigation of energy poverty, which is a relatively new concept, is valuable in itself, as the scale and nuances of the issue are not yet fully understood. The City of Kosice and ETP have extensive previous experience with citizen engagement. Over the years, the city has been partnering with civic groups and foundations to develop social policies and social services addressing issues, such as housing, homelessness, outreach to marginalised groups, etc. |
| Citizen participation (max 2500 characters) |
| Citizen participation will be implemented mainly through the activities of partner organization ETP Slovakia in cooperation with the City of Kosice. Kosice's experience to date indicates that there are groups in the city with similar/shared challenges, based on socioeconomic characteristics (e.g., single-parent households, seniors), languages spoken (e.g., Roma, Vietnamese, Ukrainian). However, these groups typically are not empowered or lack the tools or resources to organize themselves to address these challenges. Vulnerable demographic groups in Kosice are relatively small individually, but jointly account for a significant portion of the city's population – estimated between one-fourth and one-third. According to the official 2021 Census, seniors aged 65 and older make up 18.73% of the population, divorced residents account for 9.88%, and 6.76% are widowed. Kosice is not only the oldest but also the most rapidly aging city in Slovakia, with the average age surpassing 42. Additionally, while not officially recorded, it is estimated that 5-7% of residents are of Roma descent. Moreover, since the onset of the conflict in Ukraine, the population of residents with Ukrainian heritage has increased to an estimated 5%. These groups' participation will be facilitated via in-depth-interviews with individual citizens, field research, and feedback forums with vulnerable groups already identified as at risk of or experiencing energy poverty. They include, e.g., Roma communities, Ukrainian refugees, single parenthood homes, senior citizens. This will inform the creation of "Personas" (= profiles) that reflect the specific attributes and needs of individuals in vulnerable groups in Kosice as they relate energy poverty. Such an approach will enable Kosice and ETP Slovakia to define vulnerable residents' challenges, situations and scenarios more precisely. It will also enable mapping of a broader ecosystem of energy poverty and vulnerability, including different groups' intersections and shared experiences. By conducting this initial persona definition and mapping process, Kosice's will be better able to develop tools and solutions that are responsive to the specific needs and experiences of vulnerable residents. The final design will also be informed by a survey of existing local assistance programs and best practices from other countries. |
| Citizen engagement (max 2500 characters) |
| Citizens will be directly engaged primarily via Kosice's WP 4 activities, conducted jointly with ETP Slovakia, which has rich background in citizen participation activities. This will be preceded by mapping and data collection that will inform the creation of 'Personas' based on the attributes and needs of vulnerable resident groups, particularly in relation to energy access and poverty. Distilling specific Personas will inform efforts to address a significant gap in current city decision-making on services, policies, and spaces. City interventions in Kosice are usually targeted to the standardly understood majority population (Slovak-speaking, Slovak-born, middle-class residents of working age forming nuclear families), who are typically most vocal and represented in |



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the public engagement processes. The result is that easy, transparent, and advantaged access to public services goes to this group, who typically have lower levels of vulnerability. By contrast, the perspectives of economically and socially disadvantaged groups are lacking in public planning, i.e., due to a lack of time, resources, and information to enable them to engage. The result is that city services, policies, and spaces are not well aligned with and do not meet the needs of these residents, who jointly constitute a significant share of Kosice's population. By developing and deploying the Personas of vulnerable groups, the city and other public or civil society actors will be better informed of their needs and able to tailor their interventions to meet them. We understand citizen engagement as a much deeper cooperation with concrete individuals. This approach will be used especially at the stage of concrete assistance tool design, where particular tools will be tested and validated with concrete members of vulnerable groups.

| CAPACITY TO ACT: Cross-cutting Considerations |
|---|
| Cross-cutting considerations (relate) (max 2500 characters) |
| The COP created in WP1 and trained in WP2 is consciously designed to be diverse, comprising staff from municipality and city organizations across various sectors and roles. Recognizing the gender dimensions, we have observed that many facility managers, such as directors of schools or elderly homes, are women who navigate both administrative and technical responsibilities, often amidst gender stereotypes questioning their technical qualifications. Emphasizing the gender perspective, the COP aims to counterbalance existing inequalities and stereotypes that lean towards men being more suitable for roles in technical and energy sectors. Referencing the latest EU Gender Equality Index (EIGE, 2023), Slovakia still has substantial progress to make concerning women's participation in decision-making roles, particularly in energy and transport sectors where women are notably underrepresented. Bratislava and Kosice are committed to preventing the exacerbation of gender disparities. Pilot activities relating to the COP are tailored with a specific emphasis on empowering women, encouraging their participation, and ensuring that their unique perspectives are incorporated and valued. A specific women representation target has not been set at this stage, as this is dependent upon the mapping exercise, which will be done as part of the project. Additionally, gender inequalities will also be tackled in the programme for vulnerable communities under WP4. Citing sources such as the EU Gender Equality Index and the European Parliament (Euractiv, 2023), it's apparent that certain groups of women, especially the elderly and single mothers, are most susceptible to energy poverty. While there is a lack of specific data for Kosice, the prevailing assumption is that this will also be the case for Kosice. Consequently, in designing and implementing its programme, ETP Slovakia will meticulously incorporate gender-specific criteria, focusing on creating Personas (= profiles) that embody the characteristics and needs of these vulnerable groups, with a keen emphasis on their unique experiences and challenges related to energy poverty. |
| Cross-cutting considerations (approach) (max 2500 characters) |
| During the implementation of pilot activities, particularly activity A.1.2 involving the creation of a COP for energy and facility managers, Kosice and Bratislava will strategically address gender equality through various approaches: - Gender balance: In mapping out energy and facility practitioners, the team will aim for gender balance, actively encouraging women, even those from non-technical backgrounds, to join the Community of Practice. - Active support: Special efforts will be made to support women in the Community of Practice, assessing their unique needs and ensuring active participation in decision-making processes. - Capacity Building: Women will be encouraged to share their insights, ensuring that training programs are not male-dominated and cater to the needs and benefits of everyone, including future female participants. - Empowering Women: The capacity-building initiatives will be designed to meet the needs of women, equipping them with essential tools and confidence to navigate technical challenges effectively in their respective facilities. - Evaluation: Post-implementation, women's experiences will be assessed and utilized to guide future activities and strategies. Concerning the |



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| 'DNSH' (Do Not Significant Harm) principle, pilot activities within this project are designed with a clear aim of achieving environmental objectives without causing harm to any of the six monitored objectives. Instead, they significantly bolster climate change mitigation efforts. This is achieved either through the reduction of energy consumption resulting from energy management practices or at a later stage when retrofitting city-owned buildings. Other activities incorporated within the project, specifically within the business engagement program, are also projected to contribute to a long-term decrease in GHG emissions. The DNSH principle has been translated into very concrete guidelines on the national level (under ESIF implementation rules), which we will also observe. Furthermore, our project will also make a substantive contribution to the objectives of the circular economy. This includes bolstering efforts in waste prevention and recycling when retrofitting and devising strategies to mitigate energy poverty. In addition, by introducing appropriate energy efficiency solutions, we anticipate a potential reduction of harmful air substances over time. |

| CAPACITY TO ACT: Capacity and Capability |
|---|
| Coordination and management (max 5000 characters) |
| To ensure effective implementation, the consortium will create a dedicated project management team, one Project Manager for each city and one for ETP Slovakia, responsible for overall project implementation. The consortium will also appoint a consortium-wide Consortium Coordinator. While each project partner's activities will be implemented independently, the Consortium Coordinator will focus on fostering information exchange and cross-pollination of ideas. In addition, the Consortium Coordinator will manage the development of shared outputs, especially under WP5 Knowledge Exchange and Dissemination, and will ensure smooth communication and reporting to the NetZeroCities programme. The Project Managers will work closely with the newly established Energy Management Teams (EMTs) in both cities, as the work packages of the project are interconnected and depend upon the daily exchange of learnings. The project management teams will be based at the cities' strategic units, which ensures a strong political mandate and effective integration of project results into policies and operations at both municipalities. Overview of roles and responsibilities: Project Management Team: - Consortium coordinator (0,35 FTE): responsible for coordination and communication within the consortium, incl. overall monitoring and reporting. Specifically responsible for the coordination of dissemination efforts under WP5. - Project Manager Kosice (0,75 FTE): responsible for the coordination and delivery of activities for Kosice, specifically under WPs 2, 4 and 5, and incl. reporting to the Consortium Coordinator. The position may be shared among two staff depending on availability. - Project Manager Bratislava (1 FTE): responsible for the coordination and delivery of activities for Bratislava, with a specific focus on WPs 2, 3, and 5, and incl. reporting to the Consortium Coordinator. The position may be shared among two staff depending on availability. - Project Manager ETP Slovakia (0,8 FTE): responsible for the coordination and delivery of activities for ETP Slovakia (WP4). The position may be shared among two staff depending on availability. The Project Manager at ETP Slovakia will closely cooperate with the Project Manager at the City of Kosice and with the Kosice Social Affairs Department. The duties of Project Managers will also include: - Delivery of the Learning Plan (see below), while fostering reflexive, participatory and adaptive approaches to project implementation, - Risk management and mitigation, - Result and impact monitoring, - Designing and delivering project communication strategy. Especially as regards WP5 Knowledge Exchange and Dissemination, Project Managers will coordinate with the Consortium Coordinator. Energy Management Team (EMT): Bratislava and Kosice - Energy Manager Bratislava (0,8 FTE) / Energy Manager Kosice (0,8 FTE): responsible for overall WP1 implementation, specifically for the implementation of energy management in the city (technology, processes and procedures, cooperation and coordination). He/she will ensure a systemic approach within WP1 and will also support the Data and Building Inventory Manager and the Project Manager in fulfilling activities under other WPs. - Data and Building Inventory Manager Bratislava (0,9 FTE) / Data and Building Inventory Manager Kosice (0,9 FTE): responsible for particular activities under WP1, specifically building inventory and development of the |



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investment pipeline for building retrofits, including a financial model to ensure financial sustainability of the achieved outcomes. Other positions - Social Service Manager ETP Slovakia (0,75 FTE): primarily responsible for assistance tool design and testing within WP4 activities. At the same time, assistance and support will be provided from her/his level to the ETP project manager for the implementation of the entire WP4. The position may be shared among two staff depending on availability. - Both cities will additionally appoint a Financial and Reporting Manager at their dedicated EU funds management project department (to be funded from Indirect Costs) to ensure sound and efficient financial planning and reporting. A similar approach will be adopted by ETP Slovakia, which also has rich experience in managing projects funded by various donors. See Work Packages for additional details on other city staff to be engaged in programme planning and delivery. As the programmes at the two cities are implemented independently, the consortium currently does not see the need to propose a conflict resolution mechanism, other than prevention through clear and regular communication and clear division of roles. On the contrary, it is our focus to ensure effective cross-pollination of ideas between the two cities' teams and programs, a key responsibility of the Consortium Coordinator.

| Learning plan (max 5000 characters) |
|---|
| One of the core objectives of the project is to develop and enhance the cities' capacities and capabilities in energy management, energy efficiency and emissions reduction from buildings through data-driven, collaborative, and gender-inclusive approaches. There are two specific work packages (WP2 and WP5) focused specifically on capacity building and learning dissemination, however learning and sensemaking approaches will be applied across all project activities. In summary, the learning plan looks as follows: I. Target Groups of Learning 1. Energy Management Team (EMT): New team tasked with forming, guiding, and executing project activities. 2. Energy Advisory Group (EAG): A select team offering consultation and ongoing support to define approaches for energy and building management and inventory development. 3. Community of Practice (COP): A wider team of energy and facility practitioners focused on data gathering and management; the main target group of capacity building. 4. Municipality and City Organizations' Staff: Especially managers and decision-makers, i.e., those who will be impacted by, or can influence, energy management and energy efficiency initiatives; target groups for sensitisation actions. 5. Business leaders and their facility/energy management staff i.e., those participating in executing the commitments arising from the business engagement programme (WP3) 6. Municipal staff working at the social affairs department (WP4 – Kosice) II. Learning Activities: • Capacity Building Workshops and Professional Trainings: These will be either: - tailored to build the expertise and skills of COP focusing on energy management principles, best practices, and emerging trends, or - off-the-shelf training opportunities to build a solid foundation of broader industry expertise. • Study Visits: 1-2 study visits will be organised to learn from best practices and successful models in other European cities. • Sensitization Activities: To support understanding and commitment toward energy and climate goals beyond the directly involved practitioners, various sensitization activities will be organised across different organizational levels. • Innovation Pilots under WP3 and WP4: Unique initiatives will be undertaken, aimed at experimenting with new approaches and solutions to business engagement and citizen support. III. Learning Principles: • Collaborative Learning: - Fostering cross-departmental and multi-stakeholder collaboration to ensure a shared understanding and commitment. - Promoting peer-to-peer learning through meetings, workshops, study visits and continuous exchange of information. • Continuous Improvement and Iteration: - Regularly updating learning content and strategies based on feedback, evolving needs and maturity of the project; this also includes implementing activities in phases to allow for preliminary testing and adaptation of approaches. • Sensemaking, design thinking and co-creation approaches - These approaches will be applied in all project activities, but specifically within the two pilot solutions developed under WP3 and WP4. • Inclusivity: - Encouraging participation from women. - Customizing learning to cater to the diverse needs and expertise levels of the participants. • Action-Oriented and Data-Driven Learning: - Focusing on practical solutions that participants can apply directly in their roles. - Utilizing insights and learning from the data collection and energy management initiatives to inform strategies and approaches. Sustainability - Ensuring that learning and expertise are retained and evolved, despite staff changes or |


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| other organizational shifts e.g., through standardization of processes. - Continuously documenting best practices and lessons learned using various tools, such as newsletters, knowledge-sharing platforms, events etc. IV. Implementation Strategy: 1. Initiation/Assessment of Needs - Map the existing knowledge and capabilities. - Identify the learning needs and customize the approach. 2. Execution: - Roll out the learning initiatives as per plan defined under WP2 and WP5 - Ensure regular touchpoints for feedback, support, and necessary adjustments. 3. Evaluation, Monitoring and Feedback: - Collect feedback regularly on the effectiveness and impact of the learning initiatives. - Iterate the learning plan based on the feedback and evolving project needs. V. Tools: • Online Platforms: Especially webinars with online recordings. • Communication and Collaboration Tools: For ongoing discussions, knowledge sharing, and coordination among various groups. • Regular In-person Meetings and Events: To support personal engagement The responsibility for the implementation and monitoring of the learning plan lies with the two city Project Managers. The Consortium Coordinator is specifically responsible for WP5 activities. |

| CAPACITY TO ACT: Soundness of Work Plan |
|---|
| Please confirm that you have completed the Work Plan section of this application form/platform |
| Confirmed |
| Budget: Please confirm you have uploaded your budget (Excel template) into the Files section in this application form/platform |
| Confirmed |
| Financial plan for implementing the pilot (in budget and over the two-year grant timeframe) (max 5000 characters) |
| The pilot project activities and budget were designed as a separate intervention, without the necessity of further funding by the city to achieve the proposed goals and deliverables. The Project Managers and the Consortium Coordinator will be responsible for monitoring and adjusting implementation over the course of the grant period in terms of both budget and timeline, relying upon the extensive experience from other EU funded projects. In addition, both cities will appoint a financial/reporting manager at their dedicated EU funds management project department (to be funded from Indirect Costs). This will ensure sound and efficient financial planning and reporting as these departments have extensive experience with Horizon projects management. BUDGET Most activities will be carried out by internal staff, either already existing (project managers) or hired for the purposes of the project (energy managers), therefore more than half of the budget is allocated for staff costs. Participation of other than project staff from city organisation and departments outside the project team (e.g., via the Community of Practice) was agreed at project development stage; the new tasks will be included in the general duties of those staff. Activities of ETP Slovakia will be implemented mainly by internal, already existing staff. There are several specialised services and technological equipment items that need to be procured on the market. The project partners have thoroughly analysed these costs and their prices on the market and included necessary subcontracting amounts in the budget. All external services and equipment will be procured in line with the national procurement policies and best internal practice. The consortium decided to limit costs for any subcontracting to thresholds, which will allow for the use of simplified, and thus speedier, tendering procedures. Appropriate tender times were proposed in the implementation timetable. The most significant subcontracting costs in terms of value include: - Smart energy management system (A.1.4 Deployment of energy management system) - Energy audits (A.1.5 Creation of investment pipeline for buildings retrofit) - Expert consultation on funding/EPC contracting (A.1.5 Creation of investment pipeline for buildings retrofit) - A.2.1 Capacity building programme on energy – based on needs identified within practitioner mapping, this could either be off-the-market energy training programme or a tailor-made programme developed with the partial involvement of an external consultant Other external costs include: -smaller amounts for travel and subsistence for A.2.2 Study visits for energy management team and/or energy practitioners and A.5.5 the NZC Twinning Program - |



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organisational costs, i.e., other goods, works and services (e.g., refreshments or room rentals for events, promotion costs or conference fees within the framework of activities, especially for activities under WP 2 and WP 5. TIMEPLAN Regarding the project's timeline, most work packages are planned to be executed concurrently. Within Work Package 1, there are several interconnected activities; strict time management is essential here to ensure that these sequential activities are carried out as planned. Risks to time planning and their mitigation are described in 'Risks and risk management'.

| IMPACT: Pilot activities' (learning/reflexive) governance |
|---|
| Reflexive governance (model) (max 5000 characters) |
| The proposed transformative approach towards energy efficiency and energy management in buildings, requires a dynamic, iterative, and participatory design and decision-making process, ensuring that the strategies and actions are continuously reassessed and refined in alignment with the evolving needs and objectives of the municipalities and the involved stakeholders. The governance structure of the municipal energy efficiency-related activities, consisting of the Energy Management Team, Energy Advisory Group, and Community of Practice, is outlined in WP1, while the overall management of the project is described in 'Capacity and Capability'. We therefore focus here on the specific aspects of accountability, transparency and inclusion of diverse participants. Accountability • Accountability will be ensured through the establishment of separate Project Management and Energy Management Teams (EMTs) with clearly delineated roles and responsibilities. The EMTs will report to the PMs, while PMs will report directly to the heads of the strategic units where the projects will be based. • The EMT will be supported by a well-structured Energy Advisory Group (EAG) composed of key staff at both municipalities ensuring that the project responds to the cities' needs and priorities, as defined by key domain owners. • Before accepting companies for participation in Bratislava's WP3 business engagement program, BA and the EMT will review their current public environmental commitments and activities for consistency with programme goals and vision to ensure suitability for participation. Transparency • Transparency will be upheld through an inclusive and consultative approach ensured through the Energy Advisory Group and a Community of Practice (COP). A wide-ranging mapping exercise will precede the forming of the COP, to ensure equitable representation, for example of more professional energy/facility managers as well as those staff, whose primary capacity focuses on other core tasks. The project team will make sure that exchanges and learning among practitioners respond to their needs and preferences. • The COP will be complemented by a robust energy data management system that prioritizes clarity and accessibility of information to allow for informed decision-making on energy in future. • Regular consultations and communication targeted at the wider municipality audience (sensitisation campaign), and the strategic dissemination of learnings and outcomes will further bolster transparency, ensuring that the processes and results are accessible and understandable to all stakeholders. • Through the engagement programme for businesses, including through events such as a mayoral recognition, Bratislava will create a new audience to monitor and advise on the city's efforts in energy efficiency and its progress to decarbonisation. Diversity of Participants • The project champions inclusivity, ensuring a wide array of perspectives and expertise are incorporated into the decision-making processes. • The composition of the teams, networks, and forums encompass a multitude of stakeholders, from energy experts and facility managers from across city departments and organisations, ensuring that the diversity of experiences, insights, and expertise promotes the robustness of the strategies and actions deployed. • Gender inclusion is prioritized to counter specific gender stereotypes, specifically within the composition and functioning of the Community of Practice (WP1) and also in designing the tools for energy poverty assistance (WP4). As highlighted above, the project will be implemented from the two cities' strategic units, which will ensure alignment with the core municipal strategies, and translation of the project results into these strategies after project completion. The sustainability/climate teams within strategic units will ensure synergy with the city's climate goals and emission reduction pathways. |



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| Governance for learning (max 5000 characters) |
| --- |
| The project seeks transformative, yet sustainable and widely accepted results in energy efficiency policies and operations. Hence, learning and adaptation, and engagement of a broad spectrum of stakeholders have been the cornerstones of the pilot project design. As a result, the activities are structured in a way that should give the project team and our organisations enough space to flexibly adjust approaches and actions to achieve optimal results and lasting impact. To do this, the project team will be considering, as appropriate: • Preliminary outcomes of implemented actions. Most activities in WPs 1-4 will be implemented in phases allowing for sound testing of the approach/solution and inclusion of feedback from stakeholders/users before the activity is fully delivered. • Co-creation approaches will be especially relevant for WP3 and WP4 where new models of business engagement and outreach to vulnerable citizens are developed. For WP 3 the main stakeholders will be businesses, mainly those with a preexisting cooperation with Bratislava, which should allow for a smooth working relationship. For WP4, ETP Slovakia will ensure a thorough mapping of vulnerable groups' profiles and co-creation exercises with the target groups and relevant stakeholders who have experience with other types of social programs and services. • Participatory and sensemaking activities with stakeholders For WPs 1 and 2 this will involve city departments and city organisations at the practitioner level as well as management and decision-maker levels to counter ingrained silos and fragmentation. As highlighted above, various platforms were designed to enable this collective approach, including a core Energy Advisory Group and a wider Community of Practice of energy and facility managers. • Evolving context and the growing maturity of the project. The project consortium has adopted a data-driven approach to energy efficiency and GHG emissions reduction. Pilot activities will thus naturally be shaped and reshaped as more data on buildings and learnings from capacity building and networking will have been gathered. In addition to learning strategy and opportunities built in the individual activities, we also want to support learning on the project level. The activities of both cities will be implemented independently, to a great extent, based on the local needs and context. However, cross-pollination of ideas and continuous exchange of experience as activities are being implemented will have crucial added value for both of us. We therefore propose at least two in-person meetings for the whole consortium to allow for structured deliberation among project partners, including their EMTs and possibly also Energy Advisory Groups. This will help Bratislava and Kosice to leverage both their shared challenges and distinct contexts. Through their individual and shared work, they will be empowered to lead in energy and climate action, offering adaptable solutions for enhancing energy efficiency in buildings to other municipalities. Since traditional governance structures in Slovakia tend to be quite rigid, we appreciate that the Pilot Project offers us a unique opportunity to promote experimentation and an iterative approach. Trying out these new approaches may have an impact beyond climate and energy action, into other domains of municipal policy. |

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

| IMPACT: Pilot activities' scalability, replication, and risk management |
| --- |
| Pilot activities and impact scalability (max 2500 characters) |
| EXPANSION OF PILOT ACTIVITIES • Scaling the Inventory and Smart Energy Management System: Within the two-year project timeframe, the inventory of municipal buildings and energy data management system will be introduced into some of the cities' stocks of buildings. In the medium term, both these tools will need to be continuously expanded through integrating more buildings into the inventory and the system. • Broadening Stakeholder Engagement: In the pilot, we will focus on engaging specific stakeholders like energy and facility management practitioners within the city departments and selected city |


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| organisations. Expansion could see a wider engagement across all city organisations, including city companies which could join to system, possibly including larger emissions emitters, like Transport Companies. In Bratislava, there is an added opportunity to engage 17 city districts, which manage their own portfolios of buildings, including schools and kindergartens. • Diversifying Financial Models: Initially focusing on exploring funding models like Energy Performance Contracting (EPC), EPC contracts may be considered as a standard solution for specific types of buildings. It will also be necessary to continue investigating and integrating a wider array of financial models and incentives. POTENTIAL IMPACT ON EMISSIONS • Short-term Impact: In the immediate term, the implementation of the pilot activities, including enhanced energy management strategies and retrofit measures, is likely to lead to a decrease in energy consumption in the selected municipal buildings, leading to a reduction in emissions. • Medium-term Impact: As the pilot activities expand, a more substantial portion of the municipalities' building stocks would become energy-efficient, and broader stakeholder engagement would foster a more widespread adoption of energy-saving measures. Over time, the cumulative impact of the expanded activities would be substantial. Comprehensive building inventories, robust data management systems, widespread stakeholder engagement, and enhanced capacity would foster a pervasive culture of energy efficiency, enabling a significant and enduring reduction in emissions, propelling the cities towards their climate neutrality goals. |
| Risks Management: Please confirm that you have completed the Risks section of this application/submission platform |
| Confirmed |
| Learning for transferability and/or replication (max 2500 characters) |
| Transferability will be supported through a dedicated strategy aimed at disseminating learnings at both national and international levels carried out under WP5. This includes the publication of insights in newspapers, and local magazines, and presentations at various conferences and events focused on energy and sustainability. For Slovak cities specifically, the consortium has planned a dedicated peer-to-peer learning programme for two concrete cities. Based on previous experience, Kosice and Bratislava prioritize learning dissemination through focused small-group meetings and activities that enable the structuring of the learning according to local needs and contexts. The consortium will conduct an open call through the Union of Slovak Cities (UMS) to select two other Slovak cities to pair with Bratislava and Kosice. Preliminarily, selection and pairing will be based on shared challenges and opportunities for action. These cities will each engage in a peer-to-peer learning exchange with their partner city. The exchange will consist of initial online meetings to assess the cities' context, learning needs and opportunities, and a study visit of EMTs to these cities. We believe that this in-depth learning is more conducive to possible replication in other cities. To facilitate a broader, strategic impact, the consortium will compile key takeaways into a comprehensive policy brief that will be disseminated to relevant stakeholders in Slovakia, most importantly the Union of Cities and the Slovak Innovation and Energy Agency (see 'Stakeholders' in the introduction). The policy brief will also be shared with relevant associations of cities and our partner EU cities, specifically those with similar characteristics, as described in 'Transferability'. The policy brief will contain a description of our journey and will contain an action-oriented, case study approach, also containing contacts for follow-up. |

| Declarations and Keyword Tags |
|---|
| Alignment to NZC Pilot Cities Programme eligible activities |
| Yes applicant declares |
| City Learning Programme |
| Yes applicant declares |
| Other EU funded programmes/calls |



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| |
|---|
| No |
| Other EU funded programmes/Calls (max 5000 characters) |
| N/A |

| Keyword Tags |
|---|



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| Files | | |
|---|---|---|
| Title | Owner | Last Modified |
| 1. Kosice Bratislava Building Power - Budget | | 12/04/2024 19:10 |
| 2. NZC-PCP2-BuildingPower-ImpactFrameworkIndicators_revised | | 12/04/2024 19:03 |
| 3. Bratislava_Kosice | | 01/03/2024 7:07 |
| 4. Kosice - NZC-PCP2-ImpactFrameworkIndicators | | 01/03/2024 7:06 |



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# Call for Proposals:

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

## Impact Section Template

## Building Power: Reducing Building Emissions and Energy Use in Bratislava and Kosice

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

Call Opens: 5 September 2023, 12.00 CEST

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# Obsah

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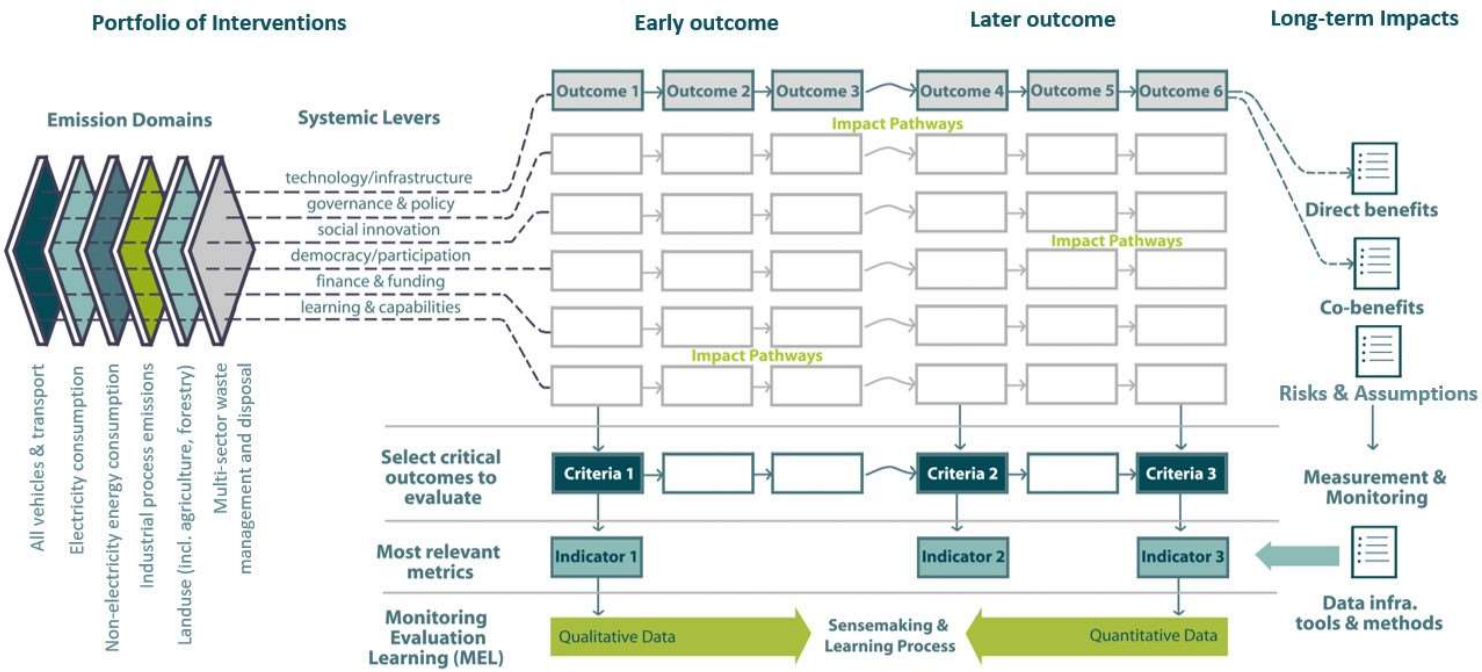
# Introduction to NZC PCP Impact Framework Template

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

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




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

1. **Direct Impacts** are the long-term quantified effects produced by the project activities/interventions related to the GHG mitigation/reduction in one or more emission domains for the city.

2. **Indirect Impacts or Co-benefits** expected to be produced during or after the project duration (either qualitative or quantitative) because of the Pilot activities/interventions. These also include long-term non-GHG impacts, if any.

3. **Intermediate Outcomes** are the qualitative and observable changes/insights related to the process of implementing the portfolio, produced either early (short-term) or later (medium-term) during the project timeline. Some of these effects may potentially occur beyond the direct scope of your Pilot activities (for e.g., wider capacities built, or citizens engaged). These changes also relate your project's **Impact Logic or Impact Pathways** that link short-term or medium-term outcomes to long-term direct/indirect impacts – to support meaningful connections and better coordination between individual activities. In essence, these outcomes will change the enabling conditions beyond the direct scope of the Pilot activities, to advance your city in your pathways to climate-neutrality. These **qualitative outcomes** will also be useful to better collect and frame your project/city's strategic learnings and insights during implementation, as well as productively participate in the Collective Sensemaking process with other peer Pilot Cities in the cohort.

- The first two indicator categories for Direct and Indirect Impact above are further sub-divided into two sub-categories, to allow for greater flexibility and choice for indicator selection, data reporting and offering MEL guidance: These indicator sub-categories include:

  a. **Standardised Indicators** are the ones you are requested to select from the **NZC PCP Indicator Set** (available in the application pack). This set includes a catalogue of **36 indicators** (12 GHG Indicators and 24 Co-benefits) compiled by the NZC Consortium, as recommended indicators as aligned with your proposal. These indicators are also compatible with the climate reporting platforms cities currently use (such as, CDP/ICLEI Track or MyCovenant), which can help Pilot Cities identify their relevant data sources at a later reporting stage. This indicator sub-category data will help us offer further MEL and impact assessment guidance to selected Pilot Cities, allow for quantitative data comparability/aggregation between all Pilot Cities in the cohort, and enable capacity building within the PCP cohort.

  b. **Customised Indicators** are specific and most suited to your project based on your intended impacts and city's context. These non-standardised or contextual indicators can be included to measure progress and assess impacts that are not explicitly covered in the NZC PCP Indicator Set provided. Applicants are free to describe them based on their Pilot activities and voluntarily report data based on them, if selected.

  c. Similarly, the information to be provided in the **third main category of qualitative Outcomes** is also contextual as descriptive text. They are classified as 'Early' or 'Later' Outcomes based on when they are expected to be produced i.e., whether in the short-term or medium-term. For further guidance on how to better frame these outcomes per lever or selected Impact Pathways, please refer to the NZC PCP Guidebook.

- Lastly, both the quantitative and qualitative indicators or outcomes supplied in this template should not be considered as finalised or frozen for the project's MEL process post-selection, but rather a starting point for our collective Learning and Sensemaking journey for PCP. If selected, cities will have a chance to edit, refine or revise this information during the Grant Agreement preparation. At this stage, we recommend making an informed choice of a few key indicators, outcomes and impact narratives that best suit your city/project's ambitions and envisioned impact, and best respond to the evaluation and selection criteria of this Call.

# 1 Direct Impacts

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

The BUILDING POWER project seeks to take a targeted approach to plan and undertake energy efficiency improvements in Kosice and Bratislava. As a direct result of the project, the cities will improve their internal energy management capacity and will reduce their energy consumption in the short-term, while streamlining retrofit planning in the long-term. Importantly, a monitoring framework for reporting emissions from city buildings will also be built.

Each city owns and manages a portfolio of more than 200 buildings, including buildings used for essential public services such as schools, kindergartens, and elderly homes. Due to funding and planning issues, many of these buildings continue to consume excessive amounts of energy, while also failing to meet modern standards for the quality of internal spaces. In Kosice (Basic Emission Statement 2020) indicates that 75% of public buildings are still in their original state. In Bratislava, only 9% of the city's buildings are in 'good' condition, which means that the majority do not meet modern requirements for energy efficiency of operation and require in-depth renovation.

As highlighted in Kosice and Bratislava SECAPs (only preliminary data available for Bratislava), emissions from city property and city operations in both cities only account for 4% of the total city GHG emissions. Reducing emissions from city buildings will thus have quite little direct impact on the emissions decrease profile. While this is the case, addressing energy use in cities has the potential to bring greater benefits and impact over the medium term. It is essential that the cities demonstrate their commitment to action, thus encouraging other sectors and residents to follow suit.

In addition, the proposed programme will offer best practices to guide broader action. A sizeable proportion of Bratislava and Kosice's building stock has standardized designs, including Soviet-era multi-family housing, public schools, and social housing, which are well-suited for standardised interventions and where a lot of progress (especially in residential housing) has already been achieved. There are also other significant 'low-hanging fruit' energy savings opportunities in Bratislava and Kosice, as typical CEE localities with lower renovation rates and colder climate. Therefore, energy savings opportunities identified for selected municipal buildings can have broad applicability for other building owners and tenants. Further, promoting behaviour change by building residents and users can generate additional energy savings at low or no cost: building learnings through the pilot programme will enable Bratislava and Kosice to help stakeholders understand and undertake their own quick-win energy savings activities.

## 1.1 Long-term GHG Impacts (Standardised)

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

| **Activity or Intervention name** | **GHG Emission Domain** | **Emission Sub-domain** | **Quantitative indicator** | **Metric/unit of measurement** ***(How will this impact be measured?)*** |
|---|---|---|---|---|
| | **Select one or more from –**<br>▪ All vehicles and transport (mobile energy)<br>▪ Consumption of electricity generated for buildings, facilities, & infrastructure<br>▪ Consumption of non-electricity energy for thermal uses in buildings & facilities<br>▪ Land use (including agriculture, forestry, and other land uses)<br>▪ Multi-sector waste management and disposal<br>▪ Industrial process emissions | **Select from as applicable –**<br>▪ GHG emissions<br>▪ Total GHG emissions<br>▪ Stationary energy<br>▪ Transport<br>▪ Waste<br>▪ Industrial processes and product use<br>▪ Agriculture, forestry, and land use (AFOLU)<br>▪ Grid supplied energy<br>▪ Energy Consumption<br>▪ Energy Efficiency<br>▪ Share of Renewable Energies<br>▪ Carbon capture and residual emissions | Select from the suggested list of 12 indicators in NZC PCP Indicator Set as applicable | Select from suggested list of units in NZC PCP Indicator Set or add your own as applicable |
| A1.4 Deployment of energy management system (Bratislava) | ▪ Consumption of electricity generated for buildings, facilities, & infrastructure<br>▪ Consumption of non-electricity energy for thermal uses in buildings & facilities | ▪ Stationary energy<br>▪ Energy Consumption<br>▪ Energy Efficiency | ▪ GHG emission per year from stationary energy per year<br>▪ Change in the total energy consumption per year<br>▪ Change in energy efficiency over the lifetime of the project | t CO2 equivalents / year<br>%<br>% |
| A1.4 Deployment of energy management system (Košice) | ▪ Consumption of electricity generated for buildings, facilities, & infrastructure<br>▪ Consumption of non-electricity energy for thermal uses in buildings & facilities | ▪ Stationary energy<br>▪ Energy Consumption<br>▪ Energy Efficiency | ▪ GHG emission per year from stationary energy per year<br>▪ Change in the total energy consumption per year<br>▪ Change in energy efficiency over the lifetime of the project | t CO2 equivalents / year<br>%<br>% |

| | | | | |
|---|---|---|---|---|
| A 1.5 Creation of investment pipeline for buildings retrofit (Bratislava) | ▪ Consumption of electricity generated for buildings, facilities, & infrastructure<br>▪ Consumption of non-electricity energy for thermal uses in buildings & facilities | ▪ Stationary energy<br>▪ Energy Consumption<br>▪ Energy Efficiency | ▪ GHG emission per year from stationary energy per year<br>▪ Change in the total energy consumption per year<br>▪ Change in energy efficiency over the lifetime of the project | t CO2 equivalents / year<br>%<br>% |
| A 1.5 Creation of investment pipeline for buildings retrofit (Košice) | ▪ Consumption of electricity generated for buildings, facilities, & infrastructure<br>▪ Consumption of non-electricity energy for thermal uses in buildings & facilities | ▪ Stationary energy<br>▪ Energy Consumption<br>▪ Energy Efficiency | ▪ GHG emission per year from stationary energy per year<br>▪ Change in the total energy consumption per year<br>▪ Change in energy efficiency over the lifetime of the project | t CO2 equivalents / year<br>%<br>% |
| A 3.1 Designing and developing a pilot engagement programme for companies in Bratislava | ▪ Consumption of electricity generated for buildings, facilities, & infrastructure<br>▪ Consumption of non-electricity energy for thermal uses in buildings & facilities | ▪ Stationary energy<br>▪ Energy Consumption<br>▪ Energy Efficiency | ▪ GHG emission per year from stationary energy per year<br>▪ Change in the total energy consumption per year<br>▪ Change in energy efficiency over the lifetime of the project | t CO2 equivalents / year<br>%<br>% |

Note on monitoring: After the 1st year of the project, initial data on energy use and GHG emissions will be used as a baseline for monitoring at the end of the 2nd year. Additionally, progress will be evaluated in a qualitative report.

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

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

| **Activity or Intervention name** | **GHG Emission Domain** | **Emission Sub-domain** | **Quantitative indicator** | **Metric/unit of measurement**<br>***(How will this impact be measured?)*** |
|---|---|---|---|---|
| Please add as applicable | **Select one or more from –**<br>▪ All vehicles and transport (mobile energy)<br>▪ Consumption of electricity generated for buildings, facilities, & infrastructure<br>▪ Consumption of non-electricity energy for thermal uses in buildings & facilities<br>▪ Land use (including agriculture, forestry, and other land uses)<br>▪ Multi-sector waste management and disposal<br>▪ Industrial process emissions | Please add your own as applicable | Please add your own as applicable | Please add your own as applicable |
| A 1.5 Creation of investment pipeline for buildings retrofit | ▪ Consumption of electricity generated for buildings, facilities, & infrastructure<br>▪ Consumption of non-electricity energy for thermal uses in buildings & facilities | ▪ Stationary energy<br>▪ Energy Consumption<br>▪ Energy Efficiency | Municipal buildings retrofit rate | % of buildings/% of total floor area |

# 2 Indirect Impacts or Co-benefits

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

The BUILDING POWER project aims at empowering municipalities to achieve tangible and sustained results in energy efficiency by building their capacities and creating a strong internal buy-in. By the end of the project, both cities will have new organizational structures and capacities in place using new tools and solutions developed under the project. Municipalities will thus be empowered to start bringing other actors on board, including businesses and citizens, to participate in the collective transformational effort towards climate neutrality.

While not always easily quantifiable in particular units of measurement, the BUILDING POWER project will bring about a wide-ranging set of co-benefits, mainly in the domains of Economy and Social Inclusion, Innovation, Democracy and Cultural Impact.

**Economic benefits:**

- Financial savings from reduced energy consumption in municipal buildings,
- Better asset management in cities,
- Green job creation through the hiring of energy experts and later through the undertaking of building retrofits,
- Increased investment into energy efficiency / climate action,
- Fostering a market for green services and technologies within the city (as energy management solutions and retrofits).

**Social benefits (Social Inclusion, Innovation, Democracy and Cultural Impact):**

- Improved skills and capacities of the municipalities resulting in sustained action around energy efficiency,
- Fostered culture cooperation and shared learning by building a municipal community of practice around energy management,
- Fostered data-driven decision-making on energy,
- Enhanced gender inclusion within energy management governance,
- Increased sense of shared responsibility and action between the city and the private sector in tackling climate change.

**Public Health & Environment:**

- Improved comfort and functionality of municipal buildings, enhancing user experience and satisfaction; better municipal services provided in retrofitted buildings of schools, kindergartens, elderly homes, cultural venues, etc.,
- Improved assistance tools for groups vulnerable to energy poverty positively affecting their health and well-being.

Please use the following section to capture the specific co-benefits or long-term indirect impacts of your Pilot activities.

## 2.1 Co-benefits (Standardised)

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

| **Activity or Intervention Name** | **Domain** | **Sub-domain** | **Quantitative or qualitative indicator** | **Metric/unit of measurement** ***(How will this impact be measured?)*** |
|---|---|---|---|---|
| Please add as applicable | **Select from as applicable –**<br>▪ Public Health and environment<br>▪ Social Inclusion, Innovation, Democracy and Cultural Impact<br>▪ Economy<br>▪ Resource efficiency<br>▪ Biodiversity | Select from 24 recommended Co-benefit Sub-domains from the NZC PCP Indicator Set | Select from the suggested list 24 of indicators in NZC PCP Indicator Set or add your own as applicable | Select from suggested list of units in NZC PCP Indicator Set or add your own as applicable |
| A.1.1 Creation of Energy Management Teams (EMT) | Economy | Skilled Jobs & Employment | Newly created sustainable jobs | total # of newly created jobs |
| A.1.3 Deployment of energy management system | Economy | Technological readiness | Number of solutions suggested for implementation in local strategies | total # of implemented solutions over the lifetime of the project |
| A.1.2 Convening and creating a Community of Practice of energy and facility managers<br><br>A.2.1 Capacity building programme on energy<br><br>A.2.2 Study visits for energy management team and/or energy practitioners | Social inclusion, Innovation, Democracy and cultural Impact | Capacity of the public administration | Development of skills and awareness | # of public officers trained through the Pilot activities |

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| A.3.1 Designing and developing a pilot engagement programme for companies in Bratislava | Social inclusion, Innovation, Democracy and cultural Impact | Social Innovation | Number of participative activities implemented per stakeholder group | total # companies involved in energy savings/emission reduction |
| A.4.1 Mapping and data collection on groups vulnerable to energy poverty | Social inclusion, Innovation, Democracy and cultural Impact | Citizen & Communities Participation | Change in citizen participation | # of citizens engaged through the Pilot activities |
| A.4.2 Designing Energy assistance tools<br><br>A.4.3 Testing of selected energy assistance tools | Social inclusion, Innovation, Democracy and cultural Impact | Social Innovation | Number of participative activities implemented per stakeholder group | total # of counselled activities |
| A.4.4 Mapping and reach-out to implementation partners | Social Inclusion, Innovation, Democracy and Cultural Impact | Upscaling & Replication | Number of follow-up projects | total # of partners reached out to for follow-up projects or cooperation |
| A.5. 2. Peer-to-Peer Learning with Slovak Cities | Social inclusion, Innovation, Democracy and cultural Impact | Capacity of the public administration | Development of skills and awareness | # of public officers trained through the Pilot activities |

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

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

| **Activity or Intervention name** | **Describe Co-benefit related to this activity or intervention** | **Emission Domain(s)** | **Lever(s)** | **Custom quantitative or qualitative indicator** | **Custom metric/unit of measurement *(How will this impact be measured?)*** |
|---|---|---|---|---|---|
| Please add as applicable | Please add your own as applicable | **Select one or more as applicable –**<br>▪ All vehicles and transport (mobile energy)<br>▪ Consumption of electricity generated for buildings, facilities, & infrastructure<br>▪ Consumption of non-electricity energy for thermal uses in buildings & facilities<br>▪ Land use (including agriculture, forestry, and other land uses)<br>▪ Multi-sector waste management and disposal<br>▪ Industrial process emissions | **Select one or more as applicable –**<br>▪ Technology and infrastructure<br>▪ Governance and policy<br>▪ Financing and funding<br>▪ Social innovation<br>▪ Democracy and participation<br>▪ Learning and capabilities<br>▪ Data and digitalisation<br>▪ Procurement | Please add your own as applicable | Please add your own as applicable |
| A.1.4 Deployment of energy management system<br><br>A.1.5 Creation of investment pipeline for buildings retrofit | Financial savings from reduced energy consumption in municipal buildings | ▪ Consumption of electricity generated for buildings, facilities, & infrastructure<br>▪ Consumption of non-electricity energy for thermal uses in buildings & facilities | Financing and funding | Total amount of financial savings achieved as a result project actions | € savings achieved |
| A.1.4 Deployment of energy management system | Better assets management in cities | ▪ Consumption of electricity generated for buildings, facilities, & infrastructure | Governance and policy<br>Financing and funding | Revenues from city buildings (e.g. through increased rent) | % increase in revenues |

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| A.1.5 Creation of investment pipeline for buildings retrofit | | ▪ Consumption of non-electricity energy for thermal uses in buildings & facilities | | | |
| A 1. 5 Creation of investment pipeline for buildings retrofit | Increased investment into energy efficiency / climate action | ▪ Consumption of electricity generated for buildings, facilities, & infrastructure<br>▪ Consumption of non-electricity energy for thermal uses in buildings & facilities | Financing and funding | Total amount of investment into energy efficiency/ climate action | € savings achieved<br><br>% of increase |
| A.1.1 Creation of Energy Management Teams (EMT) | Improved skills and capacities of the municipalities resulting in sustained action around energy efficiency | ▪ Consumption of electricity generated for buildings, facilities, & infrastructure<br>▪ Consumption of non-electricity energy for thermal uses in buildings & facilities | Governance and policy | Newly created jobs or newly created municipal departments for energy efficiency | total # of newly created jobs and/or new municipal structures for energy |
| A.1.2 Convening and creating a Community of Practice of energy and facility managers | Fostered culture cooperation and shared learning by building a municipal community of practice around energy management | ▪ Consumption of electricity generated for buildings, facilities, & infrastructure<br>▪ Consumption of non-electricity energy for thermal uses in buildings & facilities | Governance and policy | Range and number of practitioners involved | # practitioners involved<br># departments and organisations involved |
| A.1.4 Deployment of energy management system<br><br>A.1.5 Creation of investment pipeline for buildings retrofit<br><br>A.1.6 Development of internal procedure for energy and facility management | Fostered data-driven decision-making on energy | ▪ Consumption of electricity generated for buildings, facilities, & infrastructure<br>▪ Consumption of non-electricity energy for thermal uses in buildings & facilities | Data and digitalisation | Reports and data sets related to energy and facility management | # reports and data sets |
| A.1.2 Convening and creating a Community of Practice of energy and facility managers | Enhanced gender inclusion within energy management governance | ▪ Consumption of electricity generated for buildings, facilities, & infrastructure<br>▪ Consumption of non-electricity energy for thermal uses in buildings & facilities | Democracy and participation | Share of women involved within energy management governance | % female practitioners involved |

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| WP3: Piloting an innovative approach to business engagement in the context of energy savings in buildings | Increased sense of shared responsibility and action between the city and the private sector in tackling climate change | ▪ Consumption of electricity generated for buildings, facilities, & infrastructure<br>▪ Consumption of non-electricity energy for thermal uses in buildings & facilities | Democracy and participation | Activities between city and private sector with an emphasis on climate change | # jointly implemented activities |
| WP1: Establishing a Sound Energy Management and Buildings Retrofit System for Municipal Buildings | Improved comfort and functionality of municipal buildings, enhancing user experience and satisfaction; better municipal services provided in retrofitted buildings of schools, kindergartens, elderly homes, cultural venues, etc., | ▪ Consumption of electricity generated for buildings, facilities, & infrastructure<br>▪ Consumption of non-electricity energy for thermal uses in buildings & facilities | Governance and policy | Feedback from users of municipal buildings | Feedback on changes in buildings user experience identified through potential surveys |
| WP4 :Energy Assistance to Vulnerable Groups (Košice) | Improved assistance tools for groups vulnerable to energy poverty positively affecting their health and well-being. | ▪ Consumption of electricity generated for buildings, facilities, & infrastructure<br>▪ Consumption of non-electricity energy for thermal uses in buildings & facilities | Governance and policy | Number of vulnerable households assisted | # households assisted |

# 3 Outcomes to unlock pathways to climate-neutrality

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

As indicated previously, the pilot activities will have limited GHG impact over the lifetime of the project or in the short-term after its completion. However, they will have huge and lasting impact on the cities' capacities and capabilities in energy, which have not been developed systematically in recent decades. (The barrier is described in the proposal.).

Energy is a pivotal domain in the transition towards a climate-neutral future. Hence, it is imperative that Slovak cities start building their energy departments and creating forward-thinking strategies and operational procedures. Beyond energy efficiency, such new capabilities will be necessary for energy planning (within urban land-use plans), heat planning (in alignment with the heat planning competence given to cities by the new EED Directive) and deployment renewable energy sources. In short, municipalities will no longer be able to just behave as energy consumers, rather they need to become energy planners as well as prosumers.

We have also explained in the proposal that Slovak municipalities currently have little power to influence energy efficiency beyond their own property. For example, they cannot introduce more stringent requirements in the building code, and neither are they able to use financial subsidies to incentivize home retrofits – these are both the domain of the national government. The cities therefore can only use 'soft power' to motivate other actors and citizens to reduce energy consumption and accelerate climate action. This again highlights the need for develop adequate capacities and new modes of governance at the cities to support broader engagement and social innovation actions.

Additionally, cities need to be empowered towards the national government. They need a stronger voice to advocate for reforms that would ensure unequivocal support climate action, which may include transferring more powers to municipalities and ensuring stable funding for their climate action, including for experimentation and pilot programmes. Such co-operation between the national level and the municipal level is currently virtually non-existent, which is also one of the motivations behind Bratislava's and Kosice's application to the 100 Climate Neutral and Intelligent Cities Mission. Again, increased advocacy efforts will require stronger capacities and capabilities and also a proven track record in climate (energy) action.

In summary, even though the GHG emissions impact is nominal in the short-term, BUILDING POWER pilot project unlocks the potential of both municipalities in the domain of energy, through new solutions involving technology and data, but mostly through capacity building and creation of new governance models with embedded learning and cooperation culture.

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

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

| **Activity or Intervention name** | **Select relevant Lever(s) of Change** | **Describe an Early Outcome related to this activity or intervention.** | **Describe a Later Outcome related to this activity or intervention, beyond the direct scope of the activity.** |
|---|---|---|---|
| Please add as applicable | **Select one or more as applicable –**<br>▪ Technology and infrastructure<br>▪ Governance and policy<br>▪ Financing and funding<br>▪ Social innovation<br>▪ Democracy and participation<br>▪ Capacities and capabilities<br>▪ Data and digitalisation<br>▪ Procurement | Please describe as applicable | Please describe as applicable |
| A.1.1 Creation of Energy Management Teams (EMTs) | Governance and policy | Energy managers onboarded in Bratislava and Kosice, introduced to key stakeholders.<br>Defined short-term/mid-term goals and objectives of the EMT in both cities.<br>The creation, goals, and objectives of EMTs are communicated to relevant actors and have the support of city leadership. | Established EMTs with clearly defined roles and responsibilities and skilled staff, overseeing and developing energy management and retrofit planning.<br>Later, transition to new energy management departments established as part of the two city halls with cross-sectoral powers to achieve optimised energy usage in municipal buildings.<br>Financial value and emissions reduction created from energy savings and better asset management. |
| A.1.2 Convening and creating a Community of Practice of energy and facility managers | Governance and policy | Facility managers identified across municipal buildings and city organisations.<br>Facility managers approached by energy and project managers for a first round of interviews (aimed at assessment of current issues, needs, | A functional cross-departmental community of practice with 10 to 20 members in each city, with processes in place to share knowledge and best practices.<br>This new governance and learning model widely adopted in energy management at both municipalities. |

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| | | and introduction to energy management).<br>First meeting of the Community of Practice. | |
| A.1.3 Development of building inventory | Governance and policy | Possible designs for building inventories analysed by EMTs and optimal approach selected (based on consultations with other stakeholders).<br>Building inventory developed and tested on a first subset of buildings.<br>If needed, changes are made to the design of the inventory after testing. | Up to 50 buildings in each city are included in the building inventory and more are being added continuously. The inventory is strategically used for prioritizing and implementing energy-saving measures. It also lays the basis for a centralised buildings management – a complex, long-term governance goal/change. |
| A.1.4. Deployment of energy management system | Data and digitalisation<br><br>Governance and policy | A high-quality public procurement process is designed and initiated to find the best solution for energy data management software/system.<br>Implementation of the energy data management system (EMS) procured and initiated with a pilot group of city-owned buildings.<br>10-20 buildings have their energy data added and analysed in the system during the lifetime of the project (each city). | Further buildings added into the EMS covering increasing proportion of the municipal building portfolio. Real-time and historical data gathered in EMS result in energy savings interventions, including providing basis for decision-making regarding retrofit planning. |
| A.1.5 Creation of investment pipeline for building retrofits | Governance and policy | Based on cooperation between EMTs and facility managers, and on data from energy management system, municipal and city organisations buildings to be retrofitted are identified.<br>Initial project documentation needed for retrofits (i.e. audits) secured for selected buildings. | A well-structured investment pipeline, ready for implementation with up to 5 buildings included. Increasing investment through innovative funding models within two years after project completion. |
| A.1.6 Development of internal procedure for energy and facility management | Governance and policy | EMTs review experiences and insights from the process of energy and facility management introduction (after year 1 of the project). | Established procedures and guidelines for energy management, relevant staff trained on/informed of the procedure. |

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| | | The collection of insights forms a basis for a formalised internal procedure, starting to be developed in cooperation with project managers, Energy Advisory Group, Community of Practice, and other actors. | Wide-spread uptake of the rules leading to enhanced operational efficiency and systematic energy management. |
| A.2.1 Capacity building programme on energy | Capacities and capabilities | Internal and external partners for capacity building programme identified and approached by project managers.<br>In cooperation with the Communities of Practice in both cities, a training method is selected.<br>A first round of trainings is developed and tested.<br>If needed, changes are made to the capacity building programme based on feedback from participants. | Multi-faceted capacity-building programmes completed, enhancing the knowledge and skills of participants.<br>Increased energy skills at the municipality. In the longer term, culture of learning and sensemaking adopted within the community of practice, involving implementation of best practices to continuously improved local energy management strategies.<br>Increased staff retention. |
| A.2.2 Study visits for energy management team and/or energy practitioners | Capacities and capabilities | Peer cities with relevant experience are selected for study visits, communication and planning is established.<br>Study visits are planned and completed according to the learning needs of EMTs, energy and facility managers. | Members of the community of practice have been exposed to best practices and new insights through study visits, which they apply on their work in Kosice and Bratislava.<br>Culture of learning and sensemaking adopted within the community of practice, involving implementation of best practices to continuously improve local energy management strategies. |
| A.2.3 Sensitisation of municipality staff/decision makers to energy issues | Capacities and capabilities | A sensitisation campaign on energy issues for municipality staff is developed and tested.<br>Based on initial feedback, the communication approach is adjusted (if needed). | Increased awareness and understanding among staff and decision-makers of energy efficiency and climate action.<br>Widespread staff, decision-makers' and political buy-in on the municipality climate action.<br>Increased climate mainstreaming. |
| A.3.1. Designing and developing a pilot engagement programmefor companies in Bratislava<br><br>A.3.2. Launching programmeand onboarding companies | Social innovation | First batch of companies identified, approached, and onboarded in the co-design process of the engagement programme.<br>A pilot programme is developed and ready for launch, with clear objectives and strategies.<br>Target companies and their expected commitments well-designed. | A tested and refined engagement program, ready for continuous and widening implementation. Increasing number of businesses engaged over the years, with concrete achievements in the reduction of energy consumption. |

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| A.3.3. Gathering business data on energy use and ongoing engagement of companies | Social innovation | A method for gathering business data on energy is designed in cooperation with the companies.<br>Initial business energy use data collected. | Valuable insights derived from data, driving further energy-saving initiatives. |
| A.3.4. Organising a final recognition event for companies | Social innovation | A successful recognition event in Bratislava that acknowledges and celebrates participants' efforts is organised.<br>Experience and feedback from the first event are gathered to enhance impact in future years. | The recognition event becomes a popular space for networking and publicity.<br>Stronger relationships and motivation among participants, encouraging further participation and effort in future initiatives. Exchange of best practice supported among the businesses themselves and between businesses and the municipality. |
| A.4.1 Mapping and data collection on groups vulnerable to energy poverty<br><br>A.4.2 Designing of energy assistance tools<br><br>A.4.3 Testing of selected energy assistance tools | Social innovation | Mapping and data collection completed creating comprehensive profiles of groups vulnerable to energy poverty in Kosice. Targeted strategies and tools developed to address the needs of vulnerable groups, with their participation in the design. | Tested and improved tools for energy assistance, based on testing feedback, ready for broader implementation. |
| A.4.4 Mapping and reach-out to implementation partners | Social innovation | Identified potential partners and initiated relationships with partners delivering energy assistance to vulnerable groups. | Established partnerships, leading to collaborative efforts in addressing energy poverty and delivering assistance tools. |
| A.5.1. Exchange of knowledge and findings between consortium partners | Capacities and capabilities | At least 4 structured knowledge exchange sessions are planned and completed, leading to shared learning on individual project action, specifically as regards business engagement but energy assistance. | Bratislava and Kosice exchanging learnings and best practice beyond project completion. Cities working together to advance their common interests, specifically towards the national government. |
| A.5. 2. Peer-to-Peer Learning with Slovak Cities<br><br>A.5.5. NZC Twinning Programme | Capacities and capabilities | Peer cities identified and/or selected for P2P and Twinning Programme.<br>Exchange based on continual communication and learning needs of all partners.<br>In-depth learnings transferred to and obtained from other Slovak/EU cities. | The involved cities continually share and learn from each other, driving broader regional actions. |

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| A.5.3. Presentation of project findings in articles, at events and conferences<br><br>A.5.4. Compiling data, learnings and recommendations into policy brief | Capacities and capabilities | Selected or overall project findings advertised in a minimum of three published articles (in national or local media or magazines) and presented at national and/or international events and conferences. A policy brief summarizing findings and lessons learned from the project will be shared with internal and external actors. | Better advocacy towards decision-makers on the national level. |

NET ZERO CITIES
EU MISSION PLATFORM
CLIMATE NEUTRAL AND SMART CITIES
Funded by the European Union

Funded by the European Union

Budget input costs

| Direct costs | Indirect costs | TOTAL |
|---|---|---|
| € 854.309,00 | € 145.577,25 | € 999.886,25 |

| Organisation | Work Package | Cost Description | Cost Category | Amount Planned | Indirect costs *(auto-calculated) | Total cost |
|---|---|---|---|---|---|---|
| City of Brastislava | WP1: Establishing a Sound Energy Management and Buildin | Activities A.1.4 Deployment of energy management system - p | B. Subcontracting | € 127.000,00 | € - | € 127.000,00 |
| City of Brastislava | WP1: Establishing a Sound Energy Management and Buildin | Data and Building Inventory Manager Bratislava | | | | |
| City of Brastislava | WP1: Establishing a Sound Energy Management and Buildin | Energy Manager Bratislava | | | | |
| City of Brastislava | WP1: Establishing a Sound Energy Management and Buildin | Project manager Bratislava | | | | |
| City of Brastislava | WP2: Building a Skilled and Motivated Stakeholder Ecosyste | Activity A.2.1 Capacity building program on energy - training p | B. Subcontracting | € 9.000,00 | € - | € 9.000,00 |
| City of Brastislava | WP2: Building a Skilled and Motivated Stakeholder Ecosyste | Activity A.2.2 Study visits for energy management team and/or | C1. Travel and subsistence | € 7.500,00 | € 1.875,00 | € 9.375,00 |
| City of Brastislava | WP2: Building a Skilled and Motivated Stakeholder Ecosyste | Activity A.2.3 Sensitisation of municipality staff/decision make | C3. Other goods, works, and services | € 2.000,00 | € 500,00 | € 2.500,00 |
| City of Brastislava | WP2: Building a Skilled and Motivated Stakeholder Ecosyste | Data and Building Inventory Manager Bratislava | | | | |
| City of Brastislava | WP2: Building a Skilled and Motivated Stakeholder Ecosyste | Energy Manager Bratislava | | | | |
| City of Brastislava | WP2: Building a Skilled and Motivated Stakeholder Ecosyste | Project manager Bratislava | | | | |
| City of Brastislava | WP3: Piloting An Innovative Approach to Business Engagem | Activities A.3.1. Designing and developing a pilot engagement | C3. Other goods, works, and services | € 6.400,00 | € 1.600,00 | € 8.000,00 |
| City of Brastislava | WP3: Piloting An Innovative Approach to Business Engagem | Activity A.3.4. Organising a final recognition event for compani | C3. Other goods, works, and services | € 5.000,00 | € 1.250,00 | € 6.250,00 |
| City of Brastislava | WP3: Piloting An Innovative Approach to Business Engagem | Data and Building Inventory Manager Bratislava | | | | |
| City of Brastislava | WP3: Piloting An Innovative Approach to Business Engagem | Energy Manager Bratislava ( | | | | |
| City of Brastislava | WP3: Piloting An Innovative Approach to Business Engagem | Project manager Bratislava | | | | |
| City of Brastislava | WP5: Knowledge Exchange and Dissemination of Learnings | A. 5. 5 NCZ Twinning Programme - Traveling host and twin cit | C1. Travel and subsistence | € 5.400,00 | € 1.350,00 | € 6.750,00 |
| City of Brastislava | WP5: Knowledge Exchange and Dissemination of Learnings | A.5.5 NCZ Twinning Programme - Hosting a meeting 600 €/ per | C3. Other goods, works, and services | € 1.200,00 | € 300,00 | € 1.500,00 |
| City of Brastislava | WP5: Knowledge Exchange and Dissemination of Learnings | Activities A.5.1 Exchange of knowledge and findings between c | C3. Other goods, works, and services | € 3.500,00 | € 875,00 | € 4.375,00 |
| City of Brastislava | WP5: Knowledge Exchange and Dissemination of Learnings | Data and Building Inventory Manager Bratislava | | | | |
| City of Brastislava | WP5: Knowledge Exchange and Dissemination of Learnings | Energy Manager Bratislava | | | | |
| City of Brastislava | WP5: Knowledge Exchange and Dissemination of Learnings | Project manager Bratislava | | | | |
| City of Kosice | WP1: Establishing a Sound Energy Management and Buildin | Activities A.1.4 Deployment of energy management system - p | B. Subcontracting | € 127.000,00 | € - | € 127.000,00 |
| City of Kosice | WP1: Establishing a Sound Energy Management and Buildin | Consortium Coordinator | | | | |
| City of Kosice | WP1: Establishing a Sound Energy Management and Buildin | Data and Building Inventory Manager Košice( | | | | |
| City of Kosice | WP1: Establishing a Sound Energy Management and Buildin | Energy Manager Košice | | | | |
| City of Kosice | WP1: Establishing a Sound Energy Management and Buildin | Project manager Košice ( | | | | |
| City of Kosice | WP2: Building a Skilled and Motivated Stakeholder Ecosyste | Activity A.2.1 Capacity building program on energy - training p | B. Subcontracting | € 9.000,00 | € - | € 9.000,00 |
| City of Kosice | WP2: Building a Skilled and Motivated Stakeholder Ecosyste | Activity A.2.2 Study visits for energy management team and/or | C1. Travel and subsistence | € 7.500,00 | € 1.875,00 | € 9.375,00 |
| City of Kosice | WP2: Building a Skilled and Motivated Stakeholder Ecosyste | Activity A.2.3 Sensitisation of municipality staff/decision make | C3. Other goods, works, and services | € 2.000,00 | € 500,00 | € 2.500,00 |
| City of Kosice | WP2: Building a Skilled and Motivated Stakeholder Ecosyste | Consortium Coordinator | | | | |
| City of Kosice | WP2: Building a Skilled and Motivated Stakeholder Ecosyste | Data and Building Inventory Manager Košice( | | | | |
| City of Kosice | WP2: Building a Skilled and Motivated Stakeholder Ecosyste | Energy Manager Košice ( | | | | |
| City of Kosice | WP2: Building a Skilled and Motivated Stakeholder Ecosyste | Project manager Košice ( | | | | |
| City of Kosice | WP3: Piloting An Innovative Approach to Business Engagem | Consortium Coordinator | | | | |
| City of Kosice | WP4: Energy Assistance to Vulnerable Groups (Kosice) | Consortium Coordinator ( | | | | |
| City of Kosice | WP4: Energy Assistance to Vulnerable Groups (Kosice) | Project manager Košice | | | | |
| City of Kosice | WP5: Knowledge Exchange and Dissemination of Learnings | A.5.5 NCZ Twinning Programme - Hosting a meeting 600 €/ per | C3. Other goods, works, and services | € 1.200,00 | € 300,00 | € 1.500,00 |
| City of Kosice | WP5: Knowledge Exchange and Dissemination of Learnings | A.5.5 NCZ Twinning Programme - Traveling host and twin city | C1. Travel and subsistence | € 5.400,00 | € 1.350,00 | € 6.750,00 |
| City of Kosice | WP5: Knowledge Exchange and Dissemination of Learnings | Activities A.5.1 Exchange of knowledge and findings between c | C3. Other goods, works, and services | € 3.500,00 | € 875,00 | € 4.375,00 |
| City of Kosice | WP5: Knowledge Exchange and Dissemination of Learnings | Certificate on Financial Statements | C3. Other goods, works, and services | € 4.300,00 | € 1.075,00 | € 5.375,00 |
| City of Kosice | WP5: Knowledge Exchange and Dissemination of Learnings | Consortium Coordinator | | | | |
| City of Kosice | WP5: Knowledge Exchange and Dissemination of Learnings | Data and Building Inventory Manager Košice | | | | |
| City of Kosice | WP5: Knowledge Exchange and Dissemination of Learnings | Energy Manager Košice( | | | | |
| City of Kosice | WP5: Knowledge Exchange and Dissemination of Learnings | Project manager Košice ( | | | | |
| ETP Slovakia – Centre for Sustainable Developn | WP4: Energy Assistance to Vulnerable Groups (Kosice) | Activity A.4.3 Testing of selected tools (communication activiti | C3. Other goods, works, and services | € 3.000,00 | € 750,00 | € 3.750,00 |
| ETP Slovakia – Centre for Sustainable Developn | WP4: Energy Assistance to Vulnerable Groups (Kosice) | Project manager ETP Slovakia | | | | |
| ETP Slovakia – Centre for Sustainable Developn | WP4: Energy Assistance to Vulnerable Groups (Kosice) | Social service manager | | | | |

NET ZERO CITIES
EU MISSION PLATFORM
CLIMATE NEUTRAL AND SMART CITIES
Funded by the European Union

Funded by the European Union

# Budget summary

**To update these tables, please right click and select 'Refresh'**

| By Organisation, by cost category | Planned | Indirect costs | Total costS |
|---|---|---|---|
| City of Brastislava | € 394.943,00 | € 64.735,75 | € 459.678,75 |
| A. Personnel | € 227.943,00 | € 56.985,75 | € 284.928,75 |
| C1. Travel and subsis | € 12.900,00 | € 3.225,00 | € 16.125,00 |
| C3. Other goods, wor | € 18.100,00 | € 4.525,00 | € 22.625,00 |
| B. Subcontracting | € 136.000,00 | € 0,00 | € 136.000,00 |
| City of Kosice | € 374.429,00 | € 59.607,25 | € 434.036,25 |
| A. Personnel | € 214.529,00 | € 53.632,25 | € 268.161,25 |
| C1. Travel and subsis | € 12.900,00 | € 3.225,00 | € 16.125,00 |
| C3. Other goods, wor | € 11.000,00 | € 2.750,00 | € 13.750,00 |
| B. Subcontracting | € 136.000,00 | € 0,00 | € 136.000,00 |
| ETP Slovakia – Centre for | € 84.937,00 | € 21.234,25 | € 106.171,25 |
| A. Personnel | € 81.937,00 | € 20.484,25 | € 102.421,25 |
| C3. Other goods, wor | € 3.000,00 | € 750,00 | € 3.750,00 |
| **Celkový súčet** | **€ 854.309,00** | **€ 145.577,25** | **€ 999.886,25** |

| By Work Package, by cost category | Planned | Indirect costs | Total costs |
|---|---|---|---|
| WP1: Establishing a Sound Energy Manageme | € 485.986,00 | € 57.996,50 | € 543.982,50 |
| A. Personnel | € 231.986,00 | € 57.996,50 | € 289.982,50 |
| B. Subcontracting | € 254.000,00 | € 0,00 | € 254.000,00 |
| WP2: Building a Skilled and Motivated Stakeh | € 116.830,00 | € 24.707,50 | € 141.537,50 |
| A. Personnel | € 79.830,00 | € 19.957,50 | € 99.787,50 |
| C3. Other goods, works, and services | € 4.000,00 | € 1.000,00 | € 5.000,00 |
| B. Subcontracting | € 18.000,00 | € 0,00 | € 18.000,00 |
| C1. Travel and subsistence | € 15.000,00 | € 3.750,00 | € 18.750,00 |
| WP3: Piloting An Innovative Approach to Busi | € 59.109,00 | € 14.777,25 | € 73.886,25 |
| A. Personnel | € 47.709,00 | € 11.927,25 | € 59.636,25 |
| C3. Other goods, works, and services | € 11.400,00 | € 2.850,00 | € 14.250,00 |
| WP5: Knowledge Exchange and Disseminatior | € 98.094,00 | € 24.523,50 | € 122.617,50 |
| A. Personnel | € 73.594,00 | € 18.398,50 | € 91.992,50 |
| C3. Other goods, works, and services | € 13.700,00 | € 3.425,00 | € 17.125,00 |
| C1. Travel and subsistence | € 10.800,00 | € 2.700,00 | € 13.500,00 |
| WP4: Energy Assistance to Vulnerable Groups | € 94.290,00 | € 23.572,50 | € 117.862,50 |
| A. Personnel | € 91.290,00 | € 22.822,50 | € 114.112,50 |
| C3. Other goods, works, and services | € 3.000,00 | € 750,00 | € 3.750,00 |
| **Celkový súčet** | **€ 854.309,00** | **€ 145.577,25** | **€ 999.886,25** |

| By Work Package, by Organisation | Planned | Indirect costs | Total costs |
|---|---|---|---|
| WP1: Establishing a Sound Energy M | € 485.986,00 | € 57.996,50 | € 543.982,50 |
| City of Brastislava | € 239.875,00 | € 28.218,75 | € 268.093,75 |
| A. Personnel | € 112.875,00 | € 28.218,75 | € 141.093,75 |
| B. Subcontracting | € 127.000,00 | € 0,00 | € 127.000,00 |
| City of Kosice | € 246.111,00 | € 29.777,75 | € 275.888,75 |
| A. Personnel | € 119.111,00 | € 29.777,75 | € 148.888,75 |
| B. Subcontracting | € 127.000,00 | € 0,00 | € 127.000,00 |
| WP2: Building a Skilled and Motivate | € 116.830,00 | € 24.707,50 | € 141.537,50 |
| City of Brastislava | € 56.856,00 | € 11.964,00 | € 68.820,00 |
| A. Personnel | € 38.356,00 | € 9.589,00 | € 47.945,00 |
| C1. Travel and subsistence | € 7.500,00 | € 1.875,00 | € 9.375,00 |
| C3. Other goods, works, and s | € 2.000,00 | € 500,00 | € 2.500,00 |
| B. Subcontracting | € 9.000,00 | € 0,00 | € 9.000,00 |
| City of Kosice | € 59.974,00 | € 12.743,50 | € 72.717,50 |
| A. Personnel | € 41.474,00 | € 10.368,50 | € 51.842,50 |
| C1. Travel and subsistence | € 7.500,00 | € 1.875,00 | € 9.375,00 |
| C3. Other goods, works, and s | € 2.000,00 | € 500,00 | € 2.500,00 |
| B. Subcontracting | € 9.000,00 | € 0,00 | € 9.000,00 |
| WP3: Piloting An Innovative Approac | € 59.109,00 | € 14.777,25 | € 73.886,25 |
| City of Brastislava | € 55.991,00 | € 13.997,75 | € 69.988,75 |
| A. Personnel | € 44.591,00 | € 11.147,75 | € 55.738,75 |
| C3. Other goods, works, and s | € 11.400,00 | € 2.850,00 | € 14.250,00 |
| City of Kosice | € 3.118,00 | € 779,50 | € 3.897,50 |
| A. Personnel | € 3.118,00 | € 779,50 | € 3.897,50 |
| WP5: Knowledge Exchange and Disse | € 98.094,00 | € 24.523,50 | € 122.617,50 |
| City of Brastislava | € 42.221,00 | € 10.555,25 | € 52.776,25 |
| A. Personnel | € 32.121,00 | € 8.030,25 | € 40.151,25 |
| C1. Travel and subsistence | € 5.400,00 | € 1.350,00 | € 6.750,00 |
| C3. Other goods, works, and s | € 4.700,00 | € 1.175,00 | € 5.875,00 |
| City of Kosice | € 55.873,00 | € 13.968,25 | € 69.841,25 |
| A. Personnel | € 41.473,00 | € 10.368,25 | € 51.841,25 |
| C1. Travel and subsistence | € 5.400,00 | € 1.350,00 | € 6.750,00 |
| C3. Other goods, works, and s | € 9.000,00 | € 2.250,00 | € 11.250,00 |
| WP4: Energy Assistance to Vulnerabl | € 94.290,00 | € 23.572,50 | € 117.862,50 |
| City of Kosice | € 9.353,00 | € 2.338,25 | € 11.691,25 |
| A. Personnel | € 9.353,00 | € 2.338,25 | € 11.691,25 |
| ETP Slovakia – Centre for Sustain | € 84.937,00 | € 21.234,25 | € 106.171,25 |
| A. Personnel | € 81.937,00 | € 20.484,25 | € 102.421,25 |
| C3. Other goods, works, and s | € 3.000,00 | € 750,00 | € 3.750,00 |
| **Celkový súčet** | **€ 854.309,00** | **€ 145.577,25** | **€ 999.886,25** |

# Attachment 2: Accession document

(Template)

ACCESSION

**of a new Party to**

**[Acronym of the Project] Consortium Agreement, version […, YYYY-MM-DD]**

[OFFICIAL NAME OF THE NEW PARTY AS IDENTIFIED IN THE Award Agreement]

hereby consents to become a Party to the Consortium Agreement identified above and accepts all the rights and obligations of a Party starting [date].

[OFFICIAL NAME OF THE COORDINATOR AS IDENTIFIED IN THE Award Agreement]

hereby certifies that the consortium has accepted in the meeting held on [date] the accession of [the name of the new Party] to the consortium starting [date].

This Accession document has been done in 2 originals to be duly signed by the undersigned authorised representatives.

[Date and Place]

[INSERT NAME OF THE NEW PARTY]

Signature(s)

Name(s)

Title(s)

[Date and Place]

[INSERT NAME OF THE COORDINATOR]

Signature(s)

Name(s)

Title(s)

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Version DESCA HE 2.0, February 2024