

Interactive Exercise 1 (30 mins)

Guiding Questions: Steps 1 to 4

NZC Winter School
Co-creating Impact Pathways and Indicators for your
City's Climate-neutrality Transition: A 7-Step Process



The 7-step co-creation process for today



- **STEP 1:** Identify Emission Domains
- **STEP 2:** Identify Systemic Levers of Change
- **STEP 3:** Identify Early Outcomes
- **STEP 4:** Identify Later Outcomes
- **STEP 5:** Identify and Classify Impacts (Direct Impacts & Co-benefits)
- **STEP 6:** Find purpose/use of Data & Insights for MEL
- **STEP 7:** Select Indicators to Measure Direct Impacts & Co-benefits



STEP 1: Identify Emission Domains



- Has my city prepared an inventory in the last 5 years/reported a GHG emission inventory in MyCovenant or CDP-ICLEI Track based on the accounting year 2018 or more recent?
- Are there any other inventories being developed by your city? Are separate inventories being used for reporting vs. action planning internally?
- How has your city identified the most critical emissions domains (how was this focus reached?) (Largest emitters, Science-based Targets, policy/political conditions etc.)
- How could this larger Emission Domain be further reframed as a specific sub-sector or specific actions at the city-level?



STEP 2: Identify Systemic Levers of Change



- How is your city balancing the city-wide needs in terms of emission reduction through place-based interventions with citizens and communities?
- Do the selected actions show the **interdependence of problems** across multiple types of levers in the city-wide context?
- Do the actions identify **opportunities for synergistic actions** in the city-wide context? (Which are the cross-cutting actions that apply across all the Emission Domains identified?)
- Where are the **gaps or barriers** for each Lever of Change? Which Levers are **less developed** and need the most efforts to address?



STEP 3: Identify Early Outcomes



- Which are the **quick wins or long-hanging fruits** gained from the implementation?
- Which necessary and short-term outcomes are within the **direct mandate of the city**? (Which changes relate with “transformation inside” the municipality?)
- Does the city **adequate capacity, policies or organisational set up** to implement this activity? What could negatively affect this capacity or which capacities are needed to be newly developed?
- Early Outcomes describe **who is affected** by your intervention. For whom is your intervention designed? How much does your target group need to change – or who are the **missing actors** that need to be reached?
- Which outputs will your city produce along the way? Early Outcomes could also describe physical, digital, or knowledge-based infrastructure that are made along the way.



STEP 4: Identify Later Outcomes



- What are the Early Outcomes going to lead to or result in? What effect are they going to have at the city-wide scale?
- What is a **realistic timeline** for these results to become visible?
- What is the transformation outside the city's mandate that starts emerging as a result of Early Outcomes?
- What are the target outcomes around which you can define **possible success** based on the actions identified in the portfolio?
- Later Outcomes should be **specific and measurable** and can be tracked through activity monitoring to signal progress. Can you identify these for your city?





Starting points for co-creating Impact Pathways

- What are the specific **changes** (outcomes) is the Action Plan seeking?
- How are the outcomes related to your city's **climate-neutrality vision**? (What is the **threshold of 'success'**?)
- Which **co-benefits/impacts** is the Action Plan aiming to achieve?
- When does the Action Plan expect to achieve these changes (timeline - **earlier or later**)?
- Where and under what **conditions/contexts** is this going to happen? What are the **necessary preconditions** for the later outcomes?
- **Who** will be affected from the Actions and how? (or who might benefit?)
- How do you think **implementation will work in practice** and how will one change **lead to** another?
- Which direct impacts and co-benefits occur **during** the changes begin to happen?
- What will your city and stakeholders and other partners **do** to make the changes happen (**activities or actions**)?
- Are there any **barriers** that may prevent making these changes happen? (**risks & assumptions**)



Check-list for finalising Impact Pathways within the template



- Does this set of outcomes sufficiently capture the **intent or goal** of the Action Plan? If not, what's missing?
- Are the outcomes clearly and **specifically** defined? (i.e., one outcome statement)
- Are there any **gaps** in the impact pathways? (e.g., is there an intermediate outcome that needs to be included)
- Are the causal links as **mechanisms** for change clear? Can they be explained **as a story**?
- What's the **evidence** that supports the links between the various Impact Pathway elements? Any existing evidence or data sources? If not, what are the **evidence gaps**?
- How do the planned **activities/outputs** connect and contribute to the outcomes?
- Which are the common outcomes **across multiple levers and fields of action**?
- How could similar outcomes be **clustered or combined** as bold strategic objectives for coordinated actions?



Interactive Exercise 2 (30 mins)

Guiding Questions: Steps 5 to 7

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STEP 5: Identify and Classify Impacts



- Where in the **GHG emissions inventory** do you see **change happening** based on selected activities?
- Which **scope of emissions** do you see getting **impacted**?
- What potential **changes** in the **current practice** of climate neutrality action **identification** and **classification** are needed in your city to meet requirements of the 2030 Climate Action Plan better?
- In addition to GHG reduction, which are the **tangible or visible impacts** that can signal positive change in the lives of citizens and communities? (How can regular citizen start seeing and experiencing climate-neutrality in their day-to-day lives?)



STEP 6: Use the Data & Insights for MEL



- How could you describe the **current state** of the climate neutrality performance **data availability** in your city? What are the **key characteristics** of the currently available climate neutrality performance data?
- How could you describe the **current practice** and **system** of the climate neutrality performance **data management** in your city? What are the **key characteristics** of the current climate neutrality performance data management system?
- What potential **changes** in the **current practice** of climate performance **data management system** do you foresee needed in your city to meet requirements of the 2030 Climate Neutrality Action Plan better?



STEP 6: Use the Data & Insights for MEL



Goal of data management and indicators

- What kind of climate neutrality action data does your city already have?
- What are the most important parts of your city's climate neutrality action system you want to monitor?
- How could you define the goal of your city's climate neutrality action monitoring system you want to achieve?
- How would you like to use the climate neutrality action monitoring system and data in your city day-to-day activities and strategic decision-making?

Selection and refinement of KPIs

- What data points can you use to measure this change?
- Is the city able to address all gases as defined by the mission through these changes?
- Which stakeholders do you need for the monitoring of this KPI?
- Do you see the relevance of this KPI across different stakeholder groups involved in the city transition?
- Is this KPI realistic to monitor regularly (annually/once every two years) for the city?



STEP 7: Select Indicators to Measure impacts



Relevance of Sub-Domains for Measuring Impact (NZC Indicator Set)

- Which NZC Sub-Domains are the most relevant for measuring the Impact of your CCC Action Plan?

Relevance of Indicators for Measuring Impact

- Do you expect that the indicators presented in the NZC Indicator Set will adequately measure the Impact of your CCC Action Plan?

Accessibility and Availability of Data Sources

- Do you expect to have the necessary data sources easily available/accessible to your city in order to apply the proposed indicators?

Calculation of Indicators

- Once your city has acquired the relevant data to apply the indicator, how easy or difficult do you consider it will be to calculate the indicator?



STEP 7: Select Indicators to Measure impacts



Connecting activities and direct impacts to co-benefits

- What intended or unintended changes do you foresee happening based on selected activities?
- Which aspect of indirect impacts do you see changing? For example, biodiversity, economy, environmental/public health, resource efficiency and social inclusion.
- What activity relates to these changes?

Selection and refinement of indicators

- Is this indicator realistic to monitor regularly (annually/once every two years) for the city?
- Which stakeholders do you need for the monitoring of this key performance indicator?
- Do you see the relevance of this key performance indicator across different stakeholder groups involved in the city transition?



STEP 7: Select Indicators to Measure Impacts



- How could you describe the **current practice** of **monitoring** and **evaluation** of the climate neutrality performance in your city? What are the **key characteristics** of the current practice?
- How could you describe the **current practice** of climate neutrality performance **indicator selection** in your city? What are the **key characteristics** of the current practice?
- What potential **changes** in the **current practice** of climate neutrality action **monitoring, evaluation, and indicator selection** do you foresee needed in your city to meet requirements of the 2030 Climate Neutrality Action Plan better?

