



**Climate-KIC
International
Foundation**

Plantage Middenlaan 45
1018 DC Amsterdam Netherlands

Award Agreement (rev 2)

SGA NZC 101121530 - Subgrant – ECT – City of Marseille - 2025-26

BETWEEN:

Climate-KIC International Foundation

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

Registration number: 63299658

VAT number: NL 860987541B01

Represented by: Briana van Strijp, Director.

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

And

Ville de Marseille

(City of Marseille)

Having its registered seat at: Quai du port, Marseille, cedex 20, 13233, France;

EU registration number PIC: 937962938;

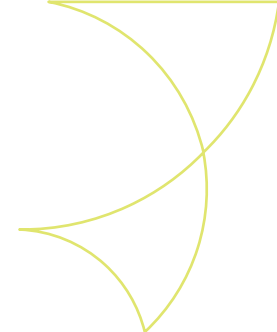
VAT number: FR75211300553

Represented by: Joël Canicave, deputy mayor in charge of finance, general resources, operations, services and municipal administration, Marseille;

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

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





WHEREAS

Climate-KIC has entered into a grant agreement (**hereinafter the “Grant Agreement”**) with the European Climate, Infrastructure and Environment Executive Agency (CINEA) (**'the Agency'**), under the powers delegated by the European Commission (**'the Commission'**) regarding Horizon Europe Research and innovation funding programme (2021-2027), for the funding of the action entitled 'Accelerating cities' transition to net zero emissions by 2030' — 'NetZeroCities' (**The Action**), Grant Agreement no. SGA-NZC 101121530.

The Enabling City Transformation Programme is part of the Action which includes providing financial support to third parties.

This Award Agreement (**“Award Agreement”**) lays down the contractual arrangements for the provision of financial support from the Grant Agreement to third parties through the Enabling City Transformation Programme for the implementation of Project ***JET Cities- Boosting Green Workforce in Cities*** (**'the Project'**), as described in Annex 1.

NOW, THEREFORE, IT IS HEREBY AGREED AS FOLLOWS:

Article 1: Purpose

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

Article 2: Entry into force and duration

2.1 Entry into force

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

2.2 Effective date

The effective date is the commencement date of the Project, The 17th of March 2025.

2.3 Term

The term of this Award Agreement shall be from the Effective date, from 17th of March 2025 onward, and until the full completion of the Project or the expiration of the Project end date, 16th September 2026, whichever occurs first.

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

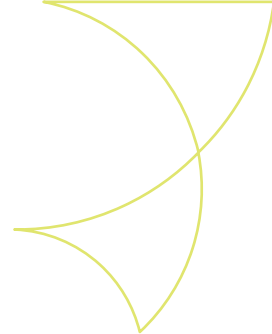
3.1 The Award

Climate-KIC will award the Lead Beneficiary a maximum amount of **EUR 1,500,000** for the execution of the Enabling City Transformation Project.

3.2 Payment Terms

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





The lead beneficiary will receive all payment releases and shall set up a process for cascading funding to the consortium partners listed in Annex 1.

3.3 Payment schedule

- a) Pre-financing: Upon signature of the Award Agreement, an initial payment of 50% of the total award amount shall be made within 30 calendar days from the entry into force of the award agreement.
- b) Pre-financing: A second payment of 30% of the total award amount will be made in January 2026
- c) Final payment: Upon receipt and approval of the final project report by Climate-KIC, followed by positive final review of the SGA NZC 101121530 by CINEA, a final balance payment calculated deducting the payments received from the total actual cost claimed and capped to the maximum awarded amount, will be disbursed.

3.4 Payment suspension

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

- a) The Lead Beneficiary does not comply with the provisions of the Award Agreement.
- b) the technical or financial reports have not been submitted or are not compliant or insufficient (see also Annex 2), or
- c) there is doubt about the eligibility of the costs declared in the financial statements and additional checks, reviews, audits, or investigations are necessary (see also Annex 3).

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

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

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

3.5 Payment recovery

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

3.6 Book-keeping

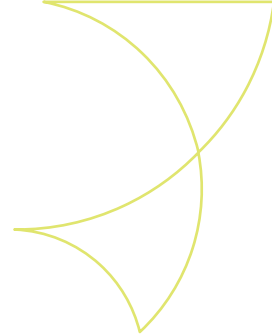
The Lead Beneficiary shall ensure that the funding provided pursuant to this Award Agreement is properly administered; that the funding is used solely for the purposes set out herein; and those activities funded under the Project are recorded fully and accurately.

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

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

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





Article 4: Checks, reviews, audits, evaluations

4.1 Checks

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

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

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

4.2 Reviews and audits

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

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

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

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

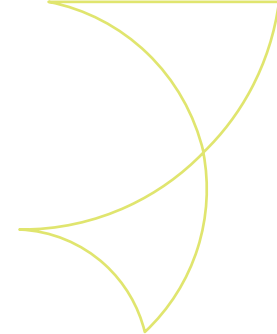
4.3 Evaluations

The Agency or the Commission may – directly or indirectly – carry out interim and final evaluations of the impact of the Action measured against the objective of the Horizon Europe Research and innovation funding programme (2021-2027).

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

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





Article 5: Ownership of Results

5.1 Rights of Parties

'Results' means any (tangible or intangible) output of the Project such as data, knowledge, or information — whatever its form or nature, whether it can be protected or not — that is generated in the Project, as well as any rights attached to it, including intellectual property rights. **5.2 Joint ownership by the Parties** Parties will jointly own results if:

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

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

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

5.3 Rights of third parties

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

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

Article 6: Conflict of interest

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

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

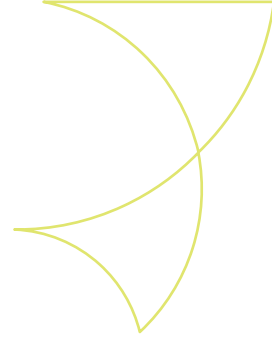
Climate-KIC may verify that the measures taken are appropriate and may require additional measures to be taken by a specified deadline.

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

Article 7: Confidentiality

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





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

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

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

- a) need to know to implement the Award Agreement and
- b) are bound by an obligation of confidentiality. The confidentiality

obligations no longer apply if:

- a) the disclosing Party agrees to release the other Party;
- b) the information was already known by the recipient or is given to him without obligation of confidentiality by a third party that was not bound by any obligation of confidentiality;
- c) the recipient proves that the information was developed without the use of confidential information;
- d) the information becomes generally and publicly available, without breaching any confidentiality obligation, or
- e) the disclosure of the information is required by EU or national law.

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

Article 8: Promoting the Project – visibility of EU Funding

8.1 Communication activities by the Lead Beneficiary

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

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

Before engaging in a communication activity expected to have a major media impact, the Lead Beneficiary must inform Climate-KIC.

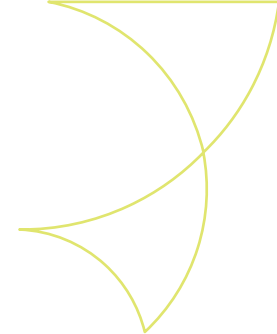
The Lead Beneficiary shall always:

- a) use Net Zero Cities logo in accordance with instructions and guidelines of Climate-KIC provided to the Lead Beneficiary from time to time and
- b) include a suitable acknowledgement of the support of EU funding in the form specified by Climate-KIC from time to time.

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

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





8.2 Communication activities by Climate-KIC

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

Article 9: Processing of Personal Data

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

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

Article 10: Liability for damages

10.1 Liability of the Climate-KIC and the Agency

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

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

10.2 Liability of the Lead Beneficiary

Except in case of force majeure as outlined in Article 12, the Lead Beneficiary must compensate Climate-KIC for any damage it sustains due to the implementation of the Project or due to failure of the Project implementation to comply with the Award Agreement.

10.3 Damage caused to third parties

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

Article 11: Termination

11.1 Termination for cause

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

- a breach of the terms of this Award Agreement by the Lead Beneficiary;
- failure of the Lead Beneficiary to account for any or all of the awarded
- funding; failure of the Lead Beneficiary to meet its reporting obligations;
- failure to report or unreasonable delay in reporting material risk events;
- where, on the basis of reporting or evaluation, and after consultation with the Lead Beneficiary, Climate-KIC determines that the Project does not or cannot substantially meet its stated results; - where any offer,



payment, consideration or benefit of any kind, which constitutes or could be construed as an illegal or corrupt practice, is made either directly or indirectly as an inducement or reward for the award or execution of the present Award Agreement and Project funded pursuant to same;

- where there has been a misappropriation of awarded funds; or, in the case of
- mutual agreement to terminate between the parties.

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

11.2 Obligations upon and after termination

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

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

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

Termination shall not affect any rights or obligations of the Parties incurred prior to the date of termination, unless otherwise stipulated herein or agreed between the Parties. This includes the obligation to provide all input, deliverables, and documents for the period that the Award Agreement was still in force and effect.

Article 12. Force Majeure

'Force majeure' means any situation or event that:

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

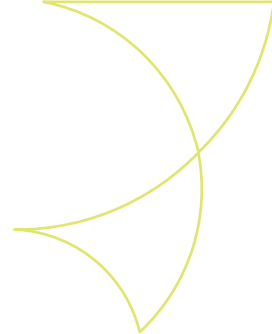
No Party shall be in breach of this Award Agreement if it is prevented from fulfilling its obligations under this Award Agreement by Force Majeure.

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

The Parties must immediately take all the necessary steps to limit any damage due to force majeure and do their best to resume implementation of the Project as soon as possible. The following cannot be invoked as force majeure:

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

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



Article 13: Miscellaneous

13.1 Inconsistencies and severability

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

13.2 No representation, partnership, or agency

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

13.3 Notices and other communication

Any notice to be given under this Award Agreement shall be in writing to the addresses and recipients as listed below. **Formal notices:**

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

Other communication:

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

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

13.4 Language

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

13.5 Assignment and amendments

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

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

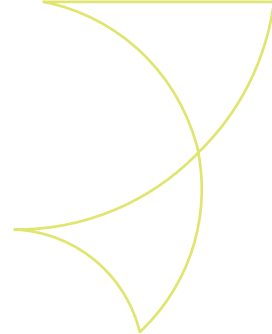
13.6 Mandatory national law

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

13.7 Applicable law

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





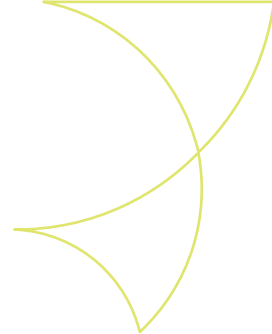
13.8 Settlement of disputes

The Parties shall endeavour to settle their disputes amicably.

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

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





Signatures

AS WITNESS:

The signature of a Party by means of a scan or digitization of the original signature (e.g. a scan in PDF format) or an electronic signature (e.g. via DocuSign), counts as an original signature with the same validity, enforceability, and permissibility.

Each Party receives a fully signed copy of the Award Agreement. The transfer of this copy by e-mail or via an electronic signature system will have the same legal force and legal effect as the transfer of the original copy of the Award Agreement.

Climate-KIC International Foundation

Signature:



Name: Briana van Strijp

Title: Director

Date: 9/5/2025

Ville de Marseille

(City of Marseille)

Signature:

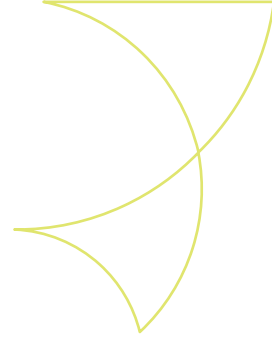


Name(s): Joël Canicave

Title(s): deputy mayor in charge of finance, general resources, operations, services and municipal administration, Marseille

Date: 9/5/2025





Annex 1

Project Proposal

Impact Framework Indicators

Budget



NET ZERO CITIES

EU MISSION PLATFORM | CLIMATE NEUTRAL AND SMART CITIES

NetZeroCities Enabling City Transformation Programme (2024)

JET Cities- Boosting Green Workforce in Cities

City of Marseille



Table of Contents

PROPOSAL DETAILS.....	2
PROPOSAL OVERVIEW.....	4
WORK PLAN.....	7
RISKS.....	15
IMPACT FRAMEWORK.....	23
PROPOSAL FORM.....	24
FILES.....	50

Proposal Details	
Call for Proposal	NetZeroCities Enabling City Transformation Programme (2024)
Title	JET Cities- Boosting Green Workforce in Cities
Lead Organisation	City of Marseille
City	Marseille
Country	France
Grant Allocation Request	€1,500,000.00
Planned Project Start Date	17/03/25
Planned Project End Date	17/09/26
Proposal Start Date	21/03/25 11:39
Applicant Primary Contact	Arthur Coussy
Primary Contact Email	acoussy@marseille.fr
Primary Contact Phone	+33664534625
Proposal Stage	Submitted
Due Date	14/10/24 17:00
Proposal Submission Date	21/03/25
Re-submission Date	28/03/25

Project Description

5 French urban authorities - Dijon and Grenoble Alpes Metropolis, the cities of Paris, Lyon and Marseille - which represent the annual emission of 37 MtCO₂e, 6% of the French carbon footprint, and 3,500,00 jobs - are joining forces in a systemic project aiming to accelerate the transformation of the economy, employment and professional integration policies towards carbon neutrality objectives of 2030. As presented in their Climate City Contracts, workforce transformation is a priority for a just transition in reaching carbon neutrality. Between 7 to 11% of existing jobs in these 5 cities are considered at risk due to the ecological transition. Additionally, these cities are focused on capturing all opportunities for green jobs, particularly to support the professional integration of the most vulnerable groups of citizens. The 5 cities will establish key knowledge and foundations for designing efficient public economic policies while experimenting with various approaches to promote green jobs and strengthening public support tools for professional integration.

Proposal Overview

Lever(s)
Democracy and participation
Governance and policy
Learning and capabilities
Social innovation

Emissions Domain(s)
All vehicles and transport (mobile energy)
Consumption of electricity generated for buildings, facilities, & infrastructure
Consumption of non-electricity energy for thermal uses in buildings & facilities
Industrial process emissions
Land use (including agriculture, forestry, and other land uses)
Multi-sector waste management and disposal

Organisation Roles	Organisation Name	Role	Type	Primary Contact	Website
City of Marseille - Proposal Lead	City of Marseille	Proposal Lead	Government		https://www.marseille.fr/
City of Lyon - Collaborator	City of Lyon	Collaborator	Government		https://www.lyon.fr/
City of Paris (VDP) - Collaborator	City of Paris (VDP)	Collaborator	Government		https://www.paris.fr/
Dijon Metropole - Collaborator	Dijon Metropole	Collaborator	Government	Oanez Codet-Hache	https://www.dijon-metropole.fr/
Science Po - LIEPP - Collaborator	Fondation nationale des sciences politiques (Sciences Po)	Collaborator	Education		https://www.sciencespo.fr/en/
Cereq - Collaborator	Cereq	Collaborator	Education		cereq.fr
ESTP - CMQ Green City - Collaborator	ESTP - CMQ Green City	Collaborator	Not for Profit		
Grenoble-Alpes Metropole - Collaborator	Grenoble-Alpes Metropole	Collaborator	Government		https://www.grenoblealpesmetropole.fr/
LE PAYSAN URBAIN	LE PAYSAN URBAIN MARSEILLE METROPOLE	Collaborator	Not for Profit		lepaysanurbain.fr

Organisation Roles	Organisation Name	Role	Type	Primary Contact	Website
MARSEILLE METROPOLE - Collaborator					
Association préfiguration-Régie quartiers Noailles-Belsunce - Collaborator	Association préfiguration-Régie quartiers Noailles-Belsunce	Collaborator	Not for Profit		regienoaillesbelsunce.org
ALLIES - Collaborator	ALLIES	Collaborator	Not for Profit		maison-lyon-emploi.fr

Project Roles	Contact	Role	Organisation	Email
PR-1171	Cecile BORDIER	Collaborator	City of Paris (VDP)	cecile.bordier@paris.fr
PR-1169	Arthur Coussy	Proposal Lead	City of Marseille	acoussy@marseille.fr
PR-1170	Camille FILANCIA	Collaborator	City of Lyon	camille.filancia@mairie-lyon.fr
PR-1173	Oanez Codet-Hache	Collaborator	Dijon Metropole	ocodet-hache@metropole-dijon.fr
PR-1180	Andreana Khristova	Collaborator	Fondation nationale des sciences politiques (Sciences Po)	andreana.khristova@sciencespo.fr
PR-1214	Liza Baghioni	Collaborator	Cereq	liza.baghioni@cereq.fr
PR-1259	Melissa Moothoo	Collaborator	City of Paris (VDP)	melissa.moothoo@paris.fr
PR-1260	Olivia Foli	Collaborator	Cereq	olivia.foli@cereq.fr
PR-1290	Mélaine Walz	Collaborator	ESTP - CMQ Green City	cmq.territoireintelligent@gmail.com
PR-1491	Charlotte Halpern	Collaborator	Fondation nationale des sciences politiques (Sciences Po)	charlotte.halpern@sciencespo.fr
PR-1541	Ylva Brasjo	Collaborator	Grenoble-Alpes Metropole	ylva.brasjo@grenoblealpesmetropole.fr
PR-1556	DE HAAS MARINE	Collaborator	LE PAYSAN URBAIN MARSEILLE METROPOLE	marine@lepaysanurbain.fr
PR-1557	Elena Gantzer	Collaborator	Association préfiguration-Régie quartiers Noailles-Belsunce	elena.gantzer@regienoaillesbelsunce.org

5

This Call for Enabling City Transformation interventions is open to proposals for funding under Horizon Europe, Grant Agreement number: HORIZON-RIA-SGA-NZC-101121530

Project Roles	Contact	Role	Organisation	Email
PR-1560	Vincent BELEY	Collaborator	ALLIES	vbeley@lyonmetropole-mmie.fr
PR-1563	Camille Spaeth	Collaborator	City of Marseille	cspaeth@marseille.fr
PR-1564	Margaux ROZE	Collaborator	City of Marseille	mrozedesordons@marseille.fr

Work Plan

Work Packages	
Work Package	Description
1. WP 1 - Coordination, communication and dissemination	This Work Package will manage the project, communicate on the project and its result and spread key learnings. City of Marseille, as the leader of the multiple city project is responsible of the project and its governance. A project manager will be 100% dedicated to the project on the 18 months period.
2. WP 5 - Preparing public employment transformation	This Work Package will develop a methodology to elaborate an internal strategic workforce planning of public employees in 2 local gov. It will assess HR needs regarding CCC action plan in terms of FTE , skills, capabilities and existing jobs transformation.
3. WP2 - Designing climate adapted city economies	This Work Package will elaborate different methodologies to define, at a local scale, strategic workforce planning on ecological transition jobs. It will define short term (5 years) needs of 3 cities on jobs in key economic sectors impacted by the ecological transition (understood here as respecting the 9 earth limits) and capture opportunities to increase employability of vulnerable citizens. Another City will develop a methodology to collectively define the needs within economic transformations for a city to reach ecological transition goals.
4. WP 3 - Promoting green jobs	This workpackage will develop various actions in 4 cities about promoting green jobs
5. WP 4 - Experimenting new approaches of public action	This Work Package will experiment local actions contributing to increase employability of vulnerable citizens
6. WP 6 - Monitoring, Evaluation, Learnings and Sensemaking	This Work Package will help the design of key actions of the project, assess impacts of some actions in the perspective of dissemination or scalability and formalise learnings and recommendations

Deliverables				
Work Package	Deliverable	Start Date	End Date	Description
1. WP 1 - Coordination, communication and dissemination	D 1.2. Communication plan executed	17/03/25	16/09/26	Cities communication on the project : Launch phase : press release for the launch of the project, cities website updates, presentation of the project (4pages) Mid-term : Webinar on the project content End of the project : press release on the project results, online tool integrating results of the key studies
	D 1.1. Governance protocols and project documentation	01/04/25	17/09/26	Co-designed and agreed protocols for governing the work will be enshrined in relevant Terms of Reference, and associated agreements around roles, decision making, expected contributions and behaviours, approach to reflection and learning, and continuous

7

This Call for Enabling City Transformation interventions is open to proposals for funding under Horizon Europe, Grant Agreement number: HORIZON-RIA-SGA-NZC-101121530

Deliverables				
Work Package	Deliverable	Start Date	End Date	Description
				evaluation/improvement
2. WP 5 - Preparing public employment transformation	D.5.1. Green internal workforce strategy for Lyon, Marseille and Grenoble	17/03/25	16/09/26	Prospective analysis of the Cities' skills needs in relation to the ecological transition and support for the development of these skills.
3. WP2 - Designing climate adapted city economies	D.2.1. Marseille's climate adaptation and mitigation of economic sectors study	01/04/25	01/04/26	Prospective study 2030/2050 on local jobs regarding ecological transition : diagnostic on sectors of excellence, collective vision of the future and definition of main projects/actions to launch
	D.2.2. Grenoble, Lyon and Dijon's local boosting green workforce strategy	01/04/25	01/09/26	The deliverable is a local diagnosis and recommendation for an action plan that identifies the professions and sectors at stake and the temporality of these changes. Some cities will focus on specific sectors regarding their context. For instance Grenoble will focus on house energy refitting sector.
	D.2.3. Learnings on local boosting green force strategies and recommendations	01/04/26	01/08/26	Study to assess each cities' needs, data accessibility and major constraints to deliver on proposed actions. Desk research + 1 co-hosted workshop in each city with key stakeholders.
4. WP 3 - Promoting green jobs	D.3.3. Promoting jobs in the ecological and energy transition sectors-Job Forum	17/03/25	01/01/26	Provide an event, the Career Forum, that will promote and focus on careers in the ecological and energy transition sectors. In parallel, a prioritization of transition careers in year around actions and financing of in-depth discovery tours of transition careers.
	D.3.4. Lyon - Company Open Days events	17/03/25	16/09/26	Company Open Days, open to the general public, will be an opportunity to showcase careers that are conducive to the ecological transition, particularly in the professional sectors.
	D.3.2. Dijon - A Pathway Spin-Off Guide to Developing Green Jobs Skills	17/03/25	16/09/26	A guide that will capitalize on and disseminate the training pathway for the development of skills in green jobs. This guide will encompass the context, the concept, and the innovation of the pathway, the steps for constructing the modalities, and the practical sheets for facilitation. It will be complemented by various communication deliverables.
	Guide of good practices in raising awareness of green jobs	05/05/25	16/09/26	Guide to capitalising on and disseminating good practice in raising awareness of training pathways and green jobs (energy and construction)
5. WP 4 -	D.4.2. Paris - Amended	17/03/25	16/09/26	Adequate professional trainings related to ecological transition sector to job seekers with

Deliverables				
Work Package	Deliverable	Start Date	End Date	Description
Experimenting new approaches of public action	trainings			various profiles and networking
	D.4.3. Lyon - Trainings for employment advisers on the green skills	17/03/25	16/09/26	2-day training will be offered free of charge to organisations in the network of employment and integration partners (10 sessions)
	D.4.1.2 Marseille - Developed Methodology by Paysans Urbains	17/03/25	16/09/26	Paysans Urbains Marseille Métropole, selected by the Innovation Fund, will develop a Methodology for professional integration around the issues of soft mobility, short circuits and sustainable food : how to mobilize residents who are far from employment around an action to respond to families' food insecurity
	D.4.1.1 Marseille - Régie de quartier Noailles Belsunce's pedagogy deployed	24/03/25	16/09/26	Régie de quartier Noailles Belsunce, which was selected by the Innovation Fund, will build and deploy a pedagogy on the challenges of ecological transition with young people far from employment to facilitate their professional integration. -
6. WP 6 - Monitoring, Evaluation, Learnings and Sensemaking	D.6.2. Report on cities role to foster green workforce strategy	17/03/25	16/09/26	Summary of major findings from WP06, to be discussed in each city through a co-hosted workshop including relevant stakeholders, about the role of cities and what policy resources / governance arrangements are needed in order to enhance green workforce.
	D.6.1. Cities report with recommendations for engaging stakeholders	17/03/25	01/06/26	Study to support the work done by each city by providing research input and feedback (Benchmark, on site observations and qualitative interviews, etc.). This aims at fostering learning and supporting engagement activities. Desk research + 5 days field trip to each city (data collection).

Activities					
Work Package	Deliverable	Activity	Start Date	End Date	Description
1. WP 1 - Coordination, communication and dissemination	D 1.2. Communication plan executed	A.1.3 - Communication Plan	17/03/25	16/09/26	Elaboration of a brief communication strategy and validation Elaboration of communication medias/channels (sub-contracting) Elaboration of an online communication tool integrating project results (sub-contracting)
	D 1.1. Governance protocols and	A.1.1 - Coordination of the project	01/04/25	17/09/26	Definition and management of the project governance (steering /technical comitees/ specific

Activities					
Work Package	Deliverable	Activity	Start Date	End Date	Description
	project documentation				meetings) Deployment of communication tools (Nextcloud space, Whatsapp, Project directory, etc.) Link to other partners
		A.1.2 - Involvement of other 4 cities in the project governance	01/04/25	17/09/26	Participation to steering committees, workshops, etc. and participation of cities to study trip
2. WP 5 - Preparing public employment transformation	D.5.1. Green internal workforce strategy for Lyon, Marseille and Grenoble	A.5.1. Lyon - Elaboration of an internal Strategic public Workforce plans	17/03/25	16/09/26	Study to identify the professions likely to evolve within the City of Lyon, consisting of the following phases: Diagnosis, Recommendations, Forward-looking management tool for ecological jobs and skills, Study of the social and organisational impact of the ecological transition.
		A.5.3. Grenoble - Elaboration of an internal Strategic Public Workforce Plan	17/03/25	01/09/26	Study to identify the professions likely to evolve within the Grenoble Alpes Metropole administration, consisting of the following phases: Diagnosis, Recommendations, Forward-looking management tool for ecological jobs and skills, Study of the social and organisational impact of the ecological transition.
		A.5.4. Marseille - Elaboration of an internal Strategic public Workforce plans	17/03/25	16/09/26	study to identify the professions likely to evolve within the City of Marseille, consisting of the following phases: Diagnosis, Recommendations, Forward-looking management tool for ecological jobs and skills, Study of the social and organisational impact of the ecological transition.
		A.5.2. Lyon - Dissemination of methodology and tools	01/02/26	16/09/26	Workshops with HR districts of the 5 cities to disseminate results and tools. If possible this

Activities					
Work Package	Deliverable	Activity	Start Date	End Date	Description
					workshop will integrate dissemination stakeholders (french cities network France Urbaine, I4CE, institute working on local administrations transition, etc.)
3. WP2 - Designing climate adapted city economies	D.2.1. Marseille's climate adaptation and mitigation of economic sectors study	A.2.5. Prepare energy-efficient building renovation industry in Marseille	01/04/25	01/04/26	PhD research (not funded in the project) - Diagnosis of the impediments encountered by economic actors (e.g. access to the city center), skill limitations, and key actions to be taken to prepare the related sector.
		A.2.1. Cereq&Marseille - Collective design of Marseille's post petrol economy	05/05/25	01/12/25	By inviting all stakeholders to reflect on the evolution of employment and the economy of our region through the prism of the energy transition (companies, institutions, the world of research and training), we create the conditions for simpler and more coherent implementation of the necessary adjustments, adaptations and transformations. In particular, by involving the various stakeholders at a very early stage in the project, we create the conditions for a shared diagnosis of the employment situation in our region, and above all, we bring to the table people who not only have the task of thinking about change, but also of translating it into action (public employment and training policies, corporate strategies, adaptation of the legal and institutional framework, etc.).
	D.2.2. Grenoble, Lyon and Dijon's local boosting green workforce	A.2.4. Lyon local boosting green workforce strategy	01/04/25	01/04/26	Prospective diagnosis of skill needs and impacts on jobs in the main employment sectors of the area.

Activities					
Work Package	Deliverable	Activity	Start Date	End Date	Description
	strategy	A.2.3. Dijon local boosting green workforce strategy	01/04/25	01/03/26	Update of the prospective diagnosis of skills needs and impacts on professions in the energy and construction sectors in connection with the climate plan.
		A.2.2. Strategy to strengthen green jobs in the dvpt/construction/renovat sector	01/06/25	01/09/26	Elaboration of a green workforce strategy with diagnosis and action plan that identifies the professions and sectors at stake and the temporality of these changes. This strategy will focus on house energy refitting economic sector.
	D.2.3. Learnings on local boosting green force strategies and recommandations	LIEPPE- Assessment of cities strategies and elaboration of recommandations	01/04/26	01/08/26	Study to assess each cities' needs, data accessibility and major constraints to deliver on proposed actions. Desk research + 1 co-hosted workshop in each city with key stakeholders.
4. WP 3 - Promoting green jobs	D.3.3. Promoting jobs in the ecological and energy transition sectors-Job Forum	A.3.3. Grenoble - Promotion of careers in green transition sectors	17/03/25	01/01/26	Promote and put focus on careers specifically in the climate and ecological transition sectors, for example through actions such as forums, discovery tours of green careers, courses and communication actions.
	D.3.4. Lyon - Company Open Days events	A.3.4. - Lyon's 2025 World Skills heritage	17/03/25	16/09/26	Open Days "Journées des Entreprises"
	D.3.2. Dljon - A Pathway Spin-Off Guide to Developing Green Jobs Skills	A.3.2. Skills development course on ecological transition and its professions	17/03/25	16/09/26	Dijon - Designing, deploying, and communicating on the training pathway in order to developing skills in green jobs.
	Guide of good practices in raising				

Activities					
Work Package	Deliverable	Activity	Start Date	End Date	Description
	awareness of green jobs				
5. WP 4 - Experimenting new approaches of public action	D.4.2. Paris - Amended trainings	A.4.2. Paris - Promoting the development of training courses	17/03/25	16/09/25	Providing adequate professional trainings related to ecological transition sector to job seekers with various profiles and networking
	D.4.3. Lyon - Trainings for employment advisers on the green skills	A.4.3. Lyon - Training of employment advisers on green skills	17/03/25	16/03/26	Training of job advisers on the challenges and jobs related to ecological transition
	D.4.1.2 Marseille - Developed Methodology by Paysans Urbains	A.4.1.2 - Marseille - Professional Integration led by Paysans Urbains	17/03/25	16/09/26	Paysan urbain Marseille Métropole will be in charge of supporting the professional integration of disadvantaged young people through 2 to 3-month work camps with professionals in the sector (eco-construction, ecological engineering and environmental education).
	D.4.1.1 Marseille - Régie de quartier Noailles Belsunce's pedagogy deployed	A.4.1.1 Marseille - Professional Integration led by Régie de Quartier	24/03/25	07/09/26	Association de prefiguration de la régie de quartier Noailles-Belsunce will be in charge of the professional integration through the daily distribution of breakfasts to schoolchildren, training in soft mobility (cyclo logistics), combating food insecurity through short circuits and organic farming.
6. WP 6 - Monitoring, Evaluation, Learnings and Sensemaking	D.6.2. Report on cities role to foster green workforce strategy	A.6.2. Set up an integrated evaluation system (monitoring, evaluation, learning)	17/03/25	01/09/26	Elaboration of indicators and information to collect, on site observations, surveys deployment, public policies analysis, reports, dissemination report.
	D.6.1. CitiesI report with	A.6.1. LIEPPE- Advise design of actions	17/03/25	01/09/25	Provision of research input to support cities actions (desk analysis, benchmark, overview of

Activities					
Work Package	Deliverable	Activity	Start Date	End Date	Description
	recommendations for engaging stakeholders				existing resources and major constraints), 1 meeting per WorkPackage to 1° identify needs, 2° share findings, 3° discuss recommendations.

Risks

I. Risk Register - Project risk register												
Risk name	Deliverable/ Activity name	Description	Category	Risk Horizon	Probability	Potential Impact	Control over Risk	ScoreProbability	Impact Score	Overall Score	Priority	Mitigation Strategy Description
1. Lack of response and mobilisation of stakeholders		In WP 04, the aim is to mobilize local stakeholders in providing professional training and leading actions for professional integration on green jobs. There is a risk that the engagement of local stakeholders is not successful, and that there is a lack of response from potential partners.	Operational	Short-term	Low	Low	Medium	2	2	4	Low	To mitigate this risk we plan to use effective communication channels that are already well tested and working in order to mobilize the local stakeholders.
2. Short implementation period		The implementation period for the Call is unusually short (18 months with also time needed for preparation and dissemination / capitalisation),	Operational	Medium-term	Medium	Medium	High	3	3	9	Medium	The timeframe of the call was taken into account in the proposed work plan and the deliverables have been calibrated accordingly. A tight and regular monitoring

I. Risk Register - Project risk register												
Risk name	Deliverable/ Activity name	Description	Category	Risk Horizon	Probability	Potential Impact	Control over Risk	Score Probability	Impact Score	Overall Score	Priority	Mitigation Strategy Description
		especially for being on such a vast/systemic subject needing mobilisation of a large network of stakeholders. It means that there is a higher risk of non-completion of the project.										will allow early detection of possible delays. If this is the case, repriorisation and reallocation of resources will be implemented. If possible human resources, especially the project officer, will be recruited on forehand to be ready to start from the very beginning of the project period. The quick completion of dedicated recruitments will be an indicator of this risk management.
3. Departure of an external partner		As the proposal's implementation is based on partnerships with several external partners, it is important to assure that the partners	External (e.g. technological, business)	Medium-term	Low	Medium	Medium	2	3	6	Medium	To mitigate this risk, initially we will pay particular attention to the choice and availabilities of partners involved in the project. They will be involved in the

I. Risk Register - Project risk register												
Risk name	Deliverable/ Activity name	Description	Category	Risk Horizon	Probability	Potential Impact	Control over Risk	Score Probability	Impact Score	Overall Score	Priority	Mitigation Strategy Description
		stay fully involved in the project until project completion.										planning of the project and will be fully aware of the workload to be provided, their implication and results to be achieved.
4. Difficulty to mobilise participants to the proposed actions		Several work packages involves the mobilisation of citizens through the organisation of work forums, educational events, promotional event etc. There is a risk that citizens will not show interest in participating in these events.	External (e.g. technological, business)	Medium-term	Low	Medium	High	2	3	6	Medium	Our mitigation strategy is to use various effective communication channels in line with the targeted audience. We will rely on tested and approved communication channels to mobilize the participants. Project partners are already working with many of the partners in other projects or policies, in a trusting relationship.
5. Difficulty to change the economic sectors view		There's a risk that the expected impact of transformation of the economic sectors, and thus	External (e.g. technological, business)	Long-term	Medium	High	Low	3	4	12	High	The aim of this project is to inform and nudge the economic sectors to change, but this change is not

I. Risk Register - Project risk register												
Risk name	Deliverable/ Activity name	Description	Category	Risk Horizon	Probability	Potential Impact	Control over Risk	Score Probability	Impact Score	Overall Score	Priority	Mitigation Strategy Description
and capacity for green transition		emission reductions, is not achieved due to the difficulty to change these actors. Unwillingness to adapt to more climate friendly activities, new processes or new products is a considerable risk. Also, the temporality of these adaptations might be too slow.										guaranteed in the project agenda. We will also have to rely on the French/EU regulation to be adapted in order to promote more green circular economic activities and dissuade brown jobs activities.
6. Balance and effectiveness of studies		The proposal implies several studies to be performed, notably WP 02 will imply the development of studies concerning future fossil fuel free cities' economy. Since these are produced by external partners, there is a risk that	Strategic	Short-term	Low	Low	High	2	2	4	Low	The studies needs to be constructed in a way to achieve a good balance between theoretical and operational aspects of the subject treated. This will be assured by comprehensive designing of the production specification, carefully choosing the

I. Risk Register - Project risk register												
Risk name	Deliverable/ Activity name	Description	Category	Risk Horizon	Probability	Potential Impact	Control over Risk	Score Probability	Impact Score	Overall Score	Priority	Mitigation Strategy Description
		the results of the studies are not sufficiently useful and relevant to the cities when it comes to the implementation.										subcontractor and regular meeting with the sub conductors during the production period. A communication event will be organised where the main elements of the studies will be provided in a clear and analytical way. The external partners will be able to reach the member of the consortium for any needs of clarification
7. Methodological balance of local/national perspectives of the studies		Since the studies will provide both a global basis and local specificities, there is a risk that there is an unbalance between the global and local perspective.	Strategic	Short-term	Low	Low	High	2	2	4	Low	Our scientific partners will pay specific attention to this issue, the content of each study will be specified and validated by the consortium beforehand and regular meetings will allow a control-check of deliverables.

I. Risk Register - Project risk register												
Risk name	Deliverable/ Activity name	Description	Category	Risk Horizon	Probability	Potential Impact	Control over Risk	Core Probability	Impact Score	Overall Score	Priority	Mitigation Strategy Description
8. Departure of an internal partner (city)		Within a project with several partners there is a risk that one partner drops out during the project period or that the person responsible for project drops out.	Operational	Medium-term	Low	Medium	Medium	2	3	6	Medium	The project has been designed by taking into account the needs of the participating cities. Even though their degree of experience and engagement in the field of green jobs and ecological transition varies, each is committed to providing the expected deliverables and outcomes. However, if one of them were to withdraw, the work would be entrusted to another with similar expectations.
9. Lack of collaboration and sharing in the project		The strength of the JET-CITIES proposal lies in it's cooperational idea to work together, share results and therefore have a	Operational	Medium-term	Very Low	Low	High	1	2	2	Low	All the five cities are the guarantors for involving the other cities in the work. Several meetings will be planned within WP01 to make sure

I. Risk Register - Project risk register												
Risk name	Deliverable/ Activity name	Description	Category	Risk Horizon	Probability	Potential Impact	Control over Risk	ScoreProbability	Impact Score	Overall Score	Priority	Mitigation Strategy Description
		bigger impact. But with many participants lies also the risk that each city does it's work separately without thinking of it as a whole and shared project.										that all partners have the same level of information about the implementation on the project : progress, methodologies and results.
10. Incorrect financial estimations		Risk of incorrect financial estimations in the workplan can lead to budget overruns.	Financial	Medium-term	Low	Medium	High	2	3	6	Medium	The partner cities have a large experience on budgeting and participation in european projects. During the application drafting we share and compare the estimations by the different cities to capture abnormalities. However, in case of cost overrun, the excess will be absorb by the city partners. Cities are also able to mobilize temporarily extra staff and extra

I. Risk Register - Project risk register												
Risk name	Deliverable/ Activity name	Description	Category	Risk Horizon	Probability	Potential Impact	Control over Risk	Score Probability	Impact Score	Overall Score	Priority	Mitigation Strategy Description
												funding.
11. Political changes and priorities		Municipal elections are coming in March 2026. If there is possible changes in political priorities, those changes will occur afterwards the project implementation and may impact more the follow-up than the project itself.	Governance & Management	Medium-term	Low	Low	High	2	2	4	Low	Since the project will be at the end of its implementation period at the time of the elections, they should not have too big of an influence. Communication campaigns, especially external and towards citizens, will be planned well ahead in order to not interfere with the election campaigns. New political boards (even if minor changes) will be informed anyways of the project results and added-value for local policies.

Impact Framework

23

This Call for Enabling City Transformation interventions is open to proposals for funding under Horizon Europe, Grant Agreement number: HORIZON-RIA-SGA-NZC-101121530

Proposal Form
Application Details
Project acronym (optional)
JET CITIES (Jobs for Ecological Transition) – Boosting Green Workforce in Cities
Is this a multi-Mission-city application?
Yes
Multi-city application rationale (Max. 2,500 characters)
Employment, work, and integration: at the heart of common concern and therefore of a just transition for all. It should first be noted that employment and training are not the competences of cities in France. However, cities are at the core of the design and implementation of "employment areas" strategies. They are central for accelerating the ecological transition because it is a key dimension of the just transition. Making work and employment a central value of the ecological fight is one of the most important levers for making the transition a common concern and placing it at the heart of the agenda for transforming territories. The 5 cities share this observation and this conviction, both within the executives and the administrations. Ecological planning, a national vision that must be implemented concretely in the territories Ecological planning, directly led by the Prime Minister (Ecological Planning Secretary-SGPE), has established a framework for the transformation of French society on the issues of decarbonisation (mobility, energy renovation, greening of industrial processes, etc.), adaptation and preservation of biodiversity. In July 2024, an economic and employment vision of these transformations, by 2030, was shared by the SGPE: job losses in the automobile industry (-24,000 jobs) and in industry, job creations in energy renovation (+130,000 jobs), public transport, cycling and freight (+39,000 jobs), renewable energies (+89,000 jobs), etc. Territorializing these grand visions is a priority to implement them locally. In Marseille, the maritime and naval industry must transform itself within the framework of the requirements of carbon quota market (EU ETS 2 integrate since 2024 the maritime sector). In Dijon, the region, although fully employed, is facing a demographic decline and an aging population. In the Paris region, a study highlights that 30,000 direct jobs will be created in the circular economy, particularly in the areas of biowaste management, resources in construction and following the development of recycling centers. In Lyon, it is considered that certain professions will no longer have a place and will disappear, such as jobs in industry, while conversely, certain professions will become essential and entire industrial sectors will have to be recreated on the territory (textiles, cycles, etc.). So many local specificities which underline the need for local analyses and studies to guide action on the ground. The multi-city project JET Cities is an opportunity to develop common methodologies, to make comparisons and to create healthy intellectual and operational emulation within the consortium. In addition, Lyon, with Marseille and Grenoble, will develop a methodological framework to anticipate needs, in terms of human resources, to successfully carry out the transition projects of the communities. This could become a new part of Climate City Contracts. Paris and Dijon cities are also interested in

this work to infuse it within their own administrations.

Seize the opportunity of the 100 Cities to strengthen links between cities of relatively comparable sizes and with similar political projects

The 5 cities involved share the same employment-related obstacles. Added to this is the desire of these cities to transform the pilot demonstrations after an initial networking dynamic - made possible by membership in the Cities Mission and the animation of the French Ministry of Innovation and Research (see Support Letter). Indeed, one of the objectives of the project is to strengthen national collaborations that are particularly useful for promoting the dissemination of knowledge, expertise and the replication of projects.

City department (or equivalent) engagement

The 5 cities share the observation that within public administrations, climate policies must not be solely managed by the ecological transition department but rather shared by all services, departments, etc. The administrations of the 5 cities are very large organisations: 51,000 public servant in the City of Paris, 17,000 in the City of Marseille, 8,000 in Lyon, etc. Climate policies and related issues must be of everyone concerns. The project is an opportunity to infuse climate change mitigation and adaptation issues into all départements working on economic public policies. For each city, the project will mobilise :

City of Marseille:

- *Marseille 2030 Climate Objective Mission*, attached to the General Directorate of Services, as the project coordinator
- The *Prospective and Citizen Participation Mission*, attached to the Deputy General Directorate for External Relations and Major Projects, whose role is to manage the prospective dimension and collective mobilisation (companies, citizens, economic networks, etc.)
- The *Economy Department*, attached to the Deputy General Directorate for the City of Tomorrow, whose role is to support employment and integration in Marseille
- The *Deputy General Directorate for Transforming our practices* which manages the human resources of the City and whose role will be to draw inspiration from the work carried out by Lyon

City of Lyon:

- *Ecological transition mission*, attached to the Urban Planning, Real Estate and Works Delegation and whose role is to provide ecological transition expertise and coordinate actions at the level of the City of Lyon
- *Employment and Skills Department*, attached to the Human Resources and Social Dialogue Delegation and whose role is to carry out a diagnosis of the City's internal human resources and to draw inspiration from the work carried out by other Cities.
- *Territorial Development Department*, attached to the Youth, Education, Sport and Inclusion Delegation and whose role is to work on the prospective, training and promotion of ecological transition professions.

Grenoble Alpes Metropole:

- *Integration and Employment Department* - Employment resources and development service, attached to the Social Cohesion division and whose role is to support the most vulnerable job seekers and assist companies in resolving their recruitment difficulties.
- *Climate, Transition and Contractualization Department* - climate service, attached to the General Management College and whose role is to coordinate local commitment and to ensure a sound connection with the Climate Plan and the Climate City Contract.
- *Territorial Development & Economic Development Departments*, whose roles are to ensure commitment of the construction/real estate ecosystem of actors, with territorial development or economic purposes.
- The *Human Resources Department* which manages the city's human resources and whose role will be to draw inspiration from the work carried out by

Lyon City of Paris • <i>Attractiveness and Employment Department</i>, whose role is to develop the Parisian ecosystem favorable to innovation, the creation of businesses or associations and employment. • <i>The department of Ecological transition and climate</i> hose role is to provide ecological transition expertise and coordinate city actions • <i>The Human Resources Department</i>, which manages the city's human resources, will be able to learn about the work carried out in Lyon. Dijon Metropole • Urban Ecology Department, attached to and whose role is to develop climate public policies • Economic and Human resources department (not mobilised at the proposal stage)
Stakeholders Our project will be implemented by a consortium of cities and scientific organisation. The project will also bring together various stakeholders from the economy development policies and the climate action policies. The key stakeholders involved in the project are : Academic and scientific actors Names : Centre for Studies and Research on Qualifications (Cereq, funded in the consortium), Interdisciplinary laboratory for the evaluation of public policies (Liepp, Science Po Paris, funded in the consortium), Ministry of Innovation and Research (See support letter), Aix Marseille University (involved in Marseille's pilot project), ESTP (Engineering School for construction), Mines Paris PSL (through Marseille's PHD about construction economic sector activity A.2.6) Role : analyse public policies, define role of cities in supporting ecological transition of jobs/economy, Employment agencies or equivalent Names : Two Marseille local professionnall integration organisation (Le Paysan Urbain Marseille Métropole & Régie Quartier Noailles-Belsunce, funded in the consortium), Association Lyonnaise pour l'Insertion Economique et Sociale (ALLIES, funded in the consortium), Metropolitan House for Employment Integration (MMIE, Lyon), Houses for Employment (Lyon), Mission Locale (Marseille), France Travail (Paris), Training center of technical jobs (AFPA, Grenoble), Training center and support to unemployed (GRETA, Grenoble), Resource center for employment (CARIF OREF Provence Alpes Côte d'Azur), Regions Role : Share information, improve project quality/visibility and bring knowledge of the economic local sectors Economic networks Names : Dijon Center for Trade and Qualification - Green City (CMQ, funded in the consortium), The club of 29, Marsea, The entrepreneurs of the Huveaune Valley, The Cité des Entrepreneurs, Paris&Co, Circul'Alpes, local Commerce and INdustry Chambers (CCIs), ALLIÉS (Lyon), Local "Convention Entreprise Climat" (networks training 50 companies per year per region on the regeneration economy) Role : Mobilise private sector in the studies done by the cities and in the promotion/experimental actions

NGOs and cities network

Names : Network of cities working on employment public policies (Alliance Ville Emploi, support letter provided), Climate Action Network (Part of the Scientific Committee, support letter provided), NGO supporting unemployed citizens (Solidarité Nouvelles face au Chomage, support letter provided), ReferNet, France Ville Durable (dissemination of results, support letter provided)

Role : Increase level of quality , guarantee that the project addresses citizens issues (no greenwashing)

Other cities interested in the project

Names (support letter provided by cities) : Leuven and Lund (cities of the 100 cities program), Main, Zaragosa, Prague, Botosani, Reggio Emilia

Role : share their issues at the beginning of the project, be informed of project results

Alignment to eligible activities - Please identify where your interventions align with and link to the NZC Enabling City Transformation 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 interventions (max 2500 characters)

The project is preparing new policies and support the development of improved governance models.

Employment, a systemic issue

By addressing issues like economy, employment and integration, the project is by nature systemic and covers a set of GHG emission sectors. By developing and working on the best methods of supporting integration within the energy renovation challenges, the project contributes directly to reducing carbon emissions from the residential/tertiary sector, which represents 10% of the territory's footprint in Marseille and 36% of direct emissions in Grenoble. For Lyon, the residential and tertiary buildings sector also represents the largest source of greenhouse gas emissions, up to 72%. This same sector is already under pressure in Dijon: companies in the sector believe that the training system is suited for their technical needs, however, the number of training graduates is largely insufficient to cover their labor needs. When Paris provides training on upcycling in fashion, it contributes directly to reducing textile emissions, which account for 2 to 8% of global warming.

New science-based public policies in perspective

Our project, in addition of being fundamentally systemic, constitutes an innovation in terms of public policy. By defining the operational role cities should play in supporting the ecological transition in the employment sector and furthermore, with actions backed by a rigorous scientific evaluation, the project in itself represent a well-documented and robust public policy innovation.

New governance to territorialize a European and national issue

Finally, the project fosters a unique dynamic and innovation in two-level governance. By implementing a multi-city governance model within a state

27

This Call for Enabling City Transformation interventions is open to proposals for funding under Horizon Europe, Grant Agreement number: HORIZON-RIA-SGA-NZC-101121530

competency area, the 5 cities are initiating the territorialization of European public policies. Within these communities, collaboration is being established among climate departments, human resources departments and economic departments, leading to the development of new cross-functional governance within the administrations. This transversality is widely identified as a key lever for the successful implementation of the Climate City Contract.

Strengthening cities' use of scientific research

Yes

Strengthening cities use of scientific research: Please briefly describe the above selected alignment of proposed interventions (max 2500 characters)

Align employment/professional integration policies on the science based priorities of *Climate City Contracts*

The 5 cities' *Climate City Contract* projections are based on scientific models, rigorous field figures, actions whose impact is anticipated. The project aims to spray the priorities of these *Climate City Contracts* into the public employment and professional integration policies already deployed. This will contribute directly to accelerating the decarbonisation of buildings (energy renovation sector in Grenoble, Dijon, Lyon, Paris), transport (tourism sector worked in Marseille and soft mobility worked on in Paris), Renewable energies (Dijon), new logistics professions such as cycle logistics (sectors worked on in Lyon), etc.

Defining cities' public policies based on MEL system

But the use of science to guide public action is mainly in the mobilisation of a renowned laboratory that is perfectly adapted to guide the work of cities. Indeed, although it is necessary, public policies are not always deployed on the right basis: diagnoses are not always carried out seriously, effectiveness of actions is not anticipated and not evaluated, coherence with European/national/regional systems is not always well thought out, etc. The LIEPP will deploy the *Monitoring Evaluation Learning* approach as explained in the Impacts document.

The project, with the support of LIEPP, Cereq and a scientific committee will focus on producing science-based public policy recommendations. The LIEPP researcher(s), by regularly traveling to each of the 5 cities (1 visit per city per phase) will help to spray a spirit of rigor into the analysis of public policies deployed by questioning the actions undertaken. The LIEPP will highlight learnings from other territories and define appropriate topic governance.

LIEPP methodology to strengthen 5 cities use of scientific research/analysis

The LIEPP team relies on a mainly qualitative methodology aimed at co-construction, and articulating the review of scientific and applied literature, the consultation of documents (regulatory, public policies, statistics, public reports, etc.), and individual and group interviews.

The objective will be :

- 1) to constitute / support a national network of practitioners and researchers on Cities / metropolises and transition professions to support the increase in knowledge and support initiatives that other cities may wish to implement subsequently. These organisations are already involved : Cereq, LIEPP-Science Po Paris, Climate Action Network (See support letter), Alliance City Employment (See Support letter), France Urbaine (See Support letter). At the beginning of the project, LIEPP will invite those organisation to join : French Union of Urbanism Agencies (FNAU), French Union of Mayors (AMF), Cities Fabrik (Fabrique de la Cité), Net Zero Cities (experts of employment/territorial economy experts), French

Ecological Agency (ADEME, support letter provided), France Strategy, French Ecological Planning Secretary, etc. DG CLIMAT and DG ENERGY of the European Commission (they are interested in the project which was presented in october 2024), • 2) in Phase 1, develop a shared diagnosis of local issues and existing constraints in public policies and governance (resources, skills, etc.), necessarily including a field visit with a group interview co-organized with each city to mobilize local stakeholders / Deliverable: a report synthesizing the lessons from this diagnostic phase and including a summary for each city of the needs, constraints and a working methodology to support the development of their local plans, • 3) in Phase 2, by combining on the one hand the contribution to the production of knowledge on the role of cities / metropolises in the transformation of professions linked to the ecological transition, and on the other hand, support for each city in carrying out its specific actions based on the methodology defined in Phase 1 including in particular a field visit to each city (observations, interviews, etc.) / Deliverables: a summary for each city; a scientific article presenting the first results;
Establishing new knowledge, building capacity and capabilities
Yes
Establishing new knowledge, building capacity and capabilities: Please briefly describe the above selected alignment of proposed interventions (max 2500 characters)
Establishing new knowledge and strengthening capacities: core of the studies carried out in WP 2 (Designing climate adapted city economies) and WP 5 (anticipate public administration jobs needs) By 2030, cities will focus on the transformations in employment, jobs, skills, and professional integration necessary to succeed in the ecological transition. By precisely documenting these changes within the project, a significant body of knowledge will be produced, articulating intuitions that are currently understudied. This includes the concrete identification of sectors and their transition risks, the anticipated number of jobs in emerging sectors, potential job losses, current market needs, the demand for new skills, and the interconnections between sectors and skills. Grenoble, Dijon, and Lyon will develop these new approaches, enabling all employment and training stakeholders to anticipate the workforce adaptations that would be required. The scientific partner will also enhance knowledge through a literature review of initial studies conducted on a national scale, the adaptation of their findings to the local contexts of the five cities, the deployment of indicators to assess the actions undertaken, and the analysis of public policies. Together, these elements will generate new insights on an emerging subject, representing a significant contribution to the ecological transition. This approach could be replicated in other French and European cities. Regarding the internal operations of city administrations, Lyon will conduct an analysis of current skills by mapping existing competencies, describing the evolution of professions, identifying emerging skills, and developing a matrix of ecological skills. This represents entirely new knowledge aimed at enhancing the skill sets of communities. Moreover, this data is currently absent from the Climate City Contract (CCC), yet it is as crucial at the community level as forecasting investments. Thus, it could serve as a recommendation for evolving the framework, benefiting all cities when updating their CCC The mobilization of a substantial number of stakeholders in all the studies conducted—including five human resources departments, approximately 20 services and departments within the communities, around 100 stakeholders from the economic sector, and a significant number of citizens—will enhance

skills and strengthen the capacities of the territory through a fresh and renewed perspective.

Strengthening skills within each city actions in WP 3 (promote green jobs) and WP 4 (experiment new approaches)

The climate awareness courses developed by Dijon and the training programs in Paris directly enhance the skills of citizens. For example, the Dijon courses follow six stages: 1. Awareness, 2. Visits to solutions, 3. Positioning tests, 4. Understanding transition professions, 5. Discovering training offers, and 6. Immersion in businesses. These stages are clearly orientated toward enhancing the skills of participants. Similarly, actions at the careers forum in Grenoble are designed to promote local opportunities. In Paris, the initiatives aim to raise awareness among job advisers and citizens about available opportunities in the ecological and agricultural transition sectors, while also developing the soft and technical skills of job seekers in these fields.

The Marseille Innovation fund selected two partners to strengthen capacity building and increase the skills of vulnerable groups. Here are the two partners selected :

- **Paysan urbain Marseille Métropole** will be in charge of supporting the professional integration of disadvantaged young people through 2 to 3-month work camps with professionals in the sector (eco-construction, ecological engineering and environmental education).
- **Association de prefiguration de la régie de quartier Noailles-Belsunce** will be in charge of the professional integration through the daily distribution of breakfasts to schoolchildren, training in soft mobility (cyclo logistics), combating food insecurity through short circuits and organic farming.

For Lyon, the training of employment advisors on the challenges of ecological transition is a more traditional yet equally important skill-building exercise, particularly as it will impact all the job seekers they subsequently support.

Building more collaborative communities

Yes

Building more collaborative communities: Please briefly describe the above selected alignment of proposed interventions (max 2500 characters)

The creation or strengthening of links between communities is one of the pillars of the project at different scales.

JET Cities: a first concrete collaboration between 5 French cities from the Mission Cities network

It is undeniable that the Mission Cities has established a connection among the nine participating French cities. The numerous exchanges facilitated by the Miroir group, which focus on the development of the Climate City Contract, have fostered collaboration between elected officials and the administrations of these cities. The joint plea of the French cities, developed in 2024, acknowledges that this networking is one of the significant added values of the program supported by Net Zero Cities. The JET Cities project is now taking a new step, enabling collaboration among five major French cities to address a systemic issue based on operational work, with two others (Angers-Loire and Dunkerque). involve as observers in the project (see support letters).

JET Cities: strengthening links between climate, economic & professional integration actors

The project facilitates new collaborations between climate stakeholders, such as ecological transition departments, and economic actors, including local economic development agencies, business unions, and sector representatives. This type of collaboration is relatively rare, yet, as mentioned in the introduction, transforming the economy is crucial to the ecological transition.

In Marseille, efforts will be undertaken with Cereq - as a reminder, partner of the consortium, Center for Studies and Research on Qualifications-, a local

employment expert that conducts studies in labor market dynamics, qualifications, and vocational training. This collaboration will strengthen the connection between the city's services and various local stakeholders, creating a shared roadmap for supporting the ecological transition of employment in Marseille. In Dijon, the project enhances the partnership between the Metropole and the campus of trades and qualifications. In Paris, the project provides an opportunity to strengthen ties between teams dedicated to vocational training and France Travail, the Mission Locale, the Parisian Spaces for Integration, the Île-de-France Region, training organizations, and employers. In Lyon, connections with the integration centers will also be reinforced. In Grenoble a special focus will be on the construction/renovation sector and the transformation of the urban fabric with the objective of mobilizing the ecosystem of economic actors of this sector.

All the actions developed strengthen the link between public authorities and businesses. Let us recall that 50% of the decarbonisation effort is to be carried out by businesses according to the Ecological Planning Secretary.

JET Cities: strengthening ties with vulnerable citizens

Vulnerable groups are on the front lines of climate change, facing challenges such as energy insecurity, heat waves in priority neighbourhoods, and reliance on cars. In a rapidly deteriorating social context that questions ecological transition projects, professional integration plays a vital role in reducing long-term unemployment among those in difficult situations. By securing stable employment, these individuals contribute to social stability. The Marseille fund thought it's selected partners (Association de prefiguration de la régie de quartier Noailles-Belsunce and Paysan urbain Marseille Métropole) prioritises actions aimed at integrating vulnerable groups, complementing the City's Pilot project. Similarly, the training courses developed in Dijon and Paris align with this objective. This approach is consistent with the emergence of new green sectors that offer genuine opportunities for professional integration, including bicycle repair, crafts, agro-ecology, the reuse of construction materials, green space maintenance, etc.

EU Dimension and complementary activities

EU, national, regional policy alignment (Max. 2,500 characters)

The project is part of two types of public policies and strategic plans: those focused on employment, those addressing environmental issues. The project is a concrete bridge between these two types of approaches.

At European level:

- The project is a local, operational version of the *Green Deal Industrial Plan* , which aims to make European industry a zero-emission leader. One of the key focuses of the plan is on improving skills. Our project particularly aligns with initiatives in Marseille (nearby Fos-sur-Mer industrial zone), Dijon, Grenoble (electronics and digital, energy, chemistry and environment, metallurgy and mechanics), Lyon (textile sector, etc.)
- Several actions within the project focus on energy renovation (Careers Forum, Marseille CIFRE Thesis, etc.) and are therefore directly in line with the *Renovation Wave of the European Green Deal*
- The project aims to remove obstacles to the implementation of the *National Integrated Energy-Climate Plan* (PNIEC)

At the national level:

- The project is part of the national ecological planning which published its *Jobs and Skills Strategy for Ecological Planning* in July 2024.
- This strategy indicates that in terms of territorialization it is necessary to: estimate future job needs associated with these levers (as outlined in WP 2), draw inspiration from current good practices to effectively guide existing employment/training systems in support of ecological planning (contribution of the scientific partner and the scientific council), develop governance structure of employment/skills issues (fundamental objective of the project). One of the action is to create workgroups/ national network to collaborate on our JET Cities project, positioning our initiative as the first phase of this effort.

Complementarity/building upon existing pilot activities (Max. 2,500 characters)

The project is being implemented in three cities, in addition to the pilot projects currently underway with the support of Net Zero Cities:

- In **Marseille**, this initiative builds on efforts related to the just transition and aims to prioritise ecology as a popular concern, particularly for vulnerable groups. Opportunities for professional integration can be fostered through neighbourhood meetings, and strategies with companies can leverage the federations of economic actors involved in the pilot project (such as Marséa, Les Entrepreneurs de la Vallée de l'Huveaune, and the Cité des Entrepreneurs).
- In **Lyon**, the focus on integration continues the initial pilot actions dedicated to cycle logistics and long-term job seekers.
- Finally, in **Dijon**, the project complements the FAASST pilot, which, while not directly addressing employment in the ecological transition, clearly identifies this critical issue.

This project has no direct connection with the Paris pilot project, and Grenoble does not have a pilot project.

MANDATE TO ACT: Articulating the challenge(s)

Enabling implementation challenge(s) (Max. 5,000 characters)

8 million jobs affected by the ecological transition in France

If employment and integration are issues managed at the national and regional levels in France, many reports (SGPE, Climate Action Network) converge towards the fact that local action, at the level of metropolises and cities, is particularly necessary. Furthermore, Cities are legitimate to act on this field because they have the capacity to connect climate strategies, economic development policies and employment needs at the scale of an employment area.

Cities play a key role in achieving climate neutrality by 2050, the objective of the European Green Deal. They represent only 4% of the EU's surface area, but they are home to 75% of European citizens. Furthermore, cities consume more than 65% of the world's energy and are responsible for more than 70% of global CO2 emissions. The French Secretariat for Ecological Planning (SGPE), attached to the Prime Minister, considers that in terms of climate action, 50% of the effort is in the hands of businesses. In other words, a profound transformation of the economy is necessary to achieve the objectives of climate neutrality. Added to this is the fact that entire economic sectors must adapt to changes in the climate (tourism, construction, energy production on river banks, etc.). The latest SGPE report mentions around 8 million jobs affected by the ecological transition.

3.5 million jobs in Paris, Marseille, Lyon, Dijon and Grenoble considered at risk due to the ecological transition

The 5 cities participating in the project concentrate around 3,500,000 jobs (1.8 Million in Paris, 500,000 in Marseille, 800,000 in the Lyon's employment zone, 220,000 in Grenoble, 140,000 in Dijon) . As mentioned in the introduction, between 7 and 11% of jobs are considered at risk in light of the multiple transitions to be orchestrated to decarbonise the economy (reduction in the number of garages, slowdown in construction, etc.). These figures are based on *TerritoireAuFutur.org* website analysis. But this is largely underestimated because the adaptation of sectors to climate change is not taken into account in these assessments (e.g.: construction during a heatwave is not possible).

Concerning the economy and employment, the ambition of a just transition consists of: supporting the destruction of brown jobs, creating green jobs with quality working conditions, taking advantage of green opportunities to better support vulnerable groups.

If employment and integration are rather issues managed at the national and regional levels in France, many reports (SGPE, Climate Action Network) converge towards the fact that local action, at the level of metropolises and cities, is particularly necessary.

5 french cities challenge : Enabling a common approach of local ecological transition through the definition of the cities' role to support green workforce deployment and just transition of the economy (jobs, employment and integration)

An important question then arises: What should be the role of cities and metropolises, in relation to Europe, the State and the regions in supporting the ecological transition of the economy (jobs, employment and integration)? This is the main challenge addressed by the JET Cities project. It is the role of the scientific partner to answer this question (WorkPackage 6), based on feedback from the 5 partner cities on the levers and constraints identified, as well as an in-depth benchmarking exercise.

If it is the role of the scientific partner to answer, during the project, this big question, this general challenge s'articuleis also illustrated by a series of more operational challenges that the project will attempt to meet:

- Is it possible to project ourselves into a post-oil economy on a city scale? And if so, what are the operational characteristics that we can already quantify?
- In terms of jobs and green sectors, what are the obstacles and how can they be overcome? What are the concrete needs and what should local authorities do?
- Cities will develop studies (Workpackage 2) and awareness-raising actions (Workpackage 3) and experimentation (Workpackage 4) aimed at responding to these challenges.

In addition to these challenges on a territorial scale, there is a challenge on the scale of administrations. The latter are facing a profound antagonism: on the one hand, the Court of Auditors announced in October 2024 the need to eliminate 100,000 civil servants. On the other hand, the first analyses linked to the Climate City Contracts mention the need for hundreds of additional agents in certain municipalities. In Marseille, for example, a team of around fifteen agents is needed to deploy the bicycle plan, around sixty additional gardeners to ensure the revegetation of the city, teams of ten agents to develop renewable energies, etc.

The challenge is then clearly posed: what are the short, medium and long term needs to ensure the deployment of public policies for ecological transition (development of public transport, energy renovation of private buildings, development of urban renewable energies, etc.) ? What are the possible and

necessary developments of the various existing professions? What are the alternative solutions to recruiting agents in a context of budgetary pressure? The cities will develop studies to answer these questions and put the results up for debate between cities (Workpackage 5).

In response to these major general challenges, each city has different visions of formulating its issues: Dijon wants to accelerate the ecological transition but the territory is already under pressure in the construction and energy sectors, Paris considers that the speed of adaptation of individuals is one of the key factors for the success of this transition. Lyon, which has suffered greatly economically from covid 19, wants to restructure entire economic sectors (cycle, textile, etc.). Marseille must adapt its tourism to climate change or support the transformation of the naval sector. Grenoble wants to support sectors that are driving change in the field of transitions. This particularly concerns industry with questions of renewable energy and construction, which is struggling to meet the challenges of thermal renovation and is experiencing strong tensions in its recruitment.

All these experiences will be inspiring materials for other local authorities all across Europe.

Strategic connectivity to city vision (Max. 2,500 characters)

The project deals with the just transition, in a systemic approach and aims to accelerate the transition by 2030. In this sense, it is fully aligned with the commitments made by cities in their Climate City Contract (Marseille and Lyon have already approved and Grenoble, Dijon and Paris submitted in September 2024).

Beyond this general alignment of the project with the great ambitions, the project is part of the visions of each of the cities:

- **The City of Marseille** deliberated an *Economic Roadmap* in October 2023 (<https://www.marseille.fr/visionneuse-pdf/9473>) whose primary ambition is to make Marseille a city of transitions. Supporting the decarbonization of businesses, capturing green opportunities, and adapting the economy to climate change are key objectives. The project is directly in line with this roadmap.
- For **Dijon Metropole**, the project is an operational implementation of objective 1 of the *Regional Sustainable Development Plan and Territorial Equality by 2050* (SRADDET)
- For **The City of Lyon**, the project is the continuation of the *Lyon 2030 Pact* (<https://www.lyon.fr/lyon-2030/lyon-2030-ville-climatiquement-neutre>) mobilizing around a hundred companies in the area. It is also an important action in the service of the Lyon Strategy for Integration and Employment (SLIE) 2024-2030 (<https://www.lyon.fr/actualite/commerce-et-economie/une-strategie-lyonnaise-pour-linsertion-et-lemploi>) and the Metropolitan Project for Integration and Employment.
- In **The City of Paris**, the *Parisian Plan for integration through employment 2021-2025* developed social integration and access to employment actions to meet the needs of Parisian businesses. It includes training actions in sustainable city professions. In addition, the *2024 - 2030 Climate Plan* relies on the development of skills and employment to implement these actions in favor of the fight against climate change. The project gives substance to these plans. These issues will be discussed again within the framework of the Employment Network
- Finally, in **Grenoble Alpes Metropole**, the project is also in line with the ambitions of the *Local Employment Integration Plan (PLIE)*, the Sustainable Construction Roadmaps and the Circular Economy Roadmaps and the Grenoble-Alpes 2030 economic strategy. In 2026, the forthcoming revised SECAP will also integrate project results for a particular focus on jobs and workforce adaptation for the climate transition.

Relevance of implementation challenge(s) and enabling innovation to other EU Cities (Max. 5,000 characters)

The 5 cities that submitted their project are convinced that the work that will be undertaken and supported by Net Zero Cities would constitute a real contribution for other French cities and other European cities. This is because a) cities and stakeholders have already shown their keen interest in the project b) the project focuses on a mobilizing and popular approach to the ecological transition, namely employment; c) the project develops methodologies that can be reused by others and disseminated to anticipate territorial transformations useful for accelerating the transition d) develops inspiring singular actions.

The interest of the project is demonstrated by the support provided by other cities

As the letters of support show, the project has attracted interest from its design phase. Lund and Leuven, two of the 100 cities, Mainz in Germany, Reggio Emilia in Italy, Prague (district 6) in the Czech Republic, Botosani in Romania and Zaragoza City of Knowledge Foundation (FZC) have already indicated their interest in the project. In addition, the GRIP project (Oslo in Norway, with Aachen in Germany and Kosice in Slovakia) have also indicated that they would like to follow the results of the project (but have not had time to produce a letter of support in the allotted time).

On a French scale, the project partners are also the guarantee of interest and influence of the project's learnings : France Urbaine (cities french network), Climate Action Network, Cities Employment Alliance (network of cities working on professional integration/employment public policies), Solidarités Nouvelles face au Chomage (NGO dedicated to support unemployed people).

Documenting the mobilising capacity to address the ecological transition through employment and integration is of major interest to accelerate the action of cities

Although it is questioned in some reports in light of the objectives of ecological transition - see the report of the European agency Growth without economic growth on this point - economic development is a priority of public action which predominate over ecological transition. In addition, at the level of citizens, without any judgment, the issue of having a job is obviously a higher priority in Maslow's pyramid than environmental concerns, except in special cases.

By working head-on on this topic, the JET Cities project creates a new ideology, less technical, aligned with the concerns of a larger part of the population. What will be produced in this project in terms of storytelling and approach is, in our opinion, a new building block that is particularly useful for all cities.

Methodologies available in 18 months to concretise the analyses relating to the link between economy, employment and integration and ecological transition.

MANDATE TO ACT: Political Mandate to Act

Political mandate of proposed interventions (Max. 2,500 characters)

The “Climate Neutrality 2030” initiatives are managed at the highest level of the administrations and a multi-city dimension which naturally arouses political interest

For the 5 cities, the steps associated with the Climate City Contract are steered at a high political level. “Marseille 2030 Objectif Climat” benefits from a mission at the top management and a steering committee co-piloted by Ville-Métropole-Région. Lyon2030 is managed by a dedicated mission and

monitored by elected members of the executive, and includes an Agora bringing together around 140 stakeholders. Grenoble-Alpes Metropolitan Climate Air Energy Plan 2020-2030 is a major public policy. Dijon and Paris share also this priority.

The fact that 5 French cities are involved arouses strong political interest within each of the cities. The political programs of the 5 cities are generally aligned with the same ambitions.

Economic roadmap, employment integration strategy, etc.: the project operationally sets out structuring strategic plans

As described in the breakdown of strategic visions, the project is part of structuring plans for each city up to 2030. In addition, the economic and human resources departments will be involved in the project.

As a reminder, these plans:

- The project is aligned with Marseille's Economic Roadmap in October 2023: <https://www.marseille.fr/visionneuse-pdf/9473>
- For Dijon, the project is an operational implementation of objective 1 of the Regional Sustainable Development Plan "ICI 2050" and Territorial Equality
- Lyon Strategy for Integration and Employment (SLIE) 2024-2030 <https://www.lyon.fr/actualite/commerce-et-economie/une-strategie-lyonnaise-pour-linsertion-et-lemploi>
- Parisian Plan for Integration through Employment 2021-2025: Paris renews its integration strategy - City of Paris. Paris' commitment to the JET CITIES project answers the ambitions of the new Paris Climate Action Plan (2024-2030) that will be adopted at the City Council in November 2024
- Grenoble project is aligned with the Local Employment Integration Plan (PLIE)

High visibility ensuring the success of the project

The fact that 5 cities are involved guarantees the project's completion because, from the moment the project is selected, there is a collective commitment and a mirror responsibility to complete the project. In addition, the actions carried out emerge directly from the economic departments/services and are therefore the result of political orders.

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

Confirmed

MANDATE TO ACT: Consortium and stakeholders

Consortium partners: roles, relevance, and contribution (Max. 5,000 characters)

The consortium of JET CITIES was formed around three key requirements: 1) adopting a popular, not overly technical, approach to the ecological transition, 2) collaborating with several French cities on a systemic issue, and 3) partnering with a strong scientific organization capable of helping cities reflect and recommend adjustments to public policy. Additionally, JET CITIES will involve some local partners who will play various roles within the project and institutional partners such as ADEME (Support Letter provided) who already accepted to be part of the Scientific committee to bring their expertise and

share knowledge and outcomes from the JET CITIES project implementation.

Each City will conduct activities that are designed specifically to their needs, current context and experience. This will allow a good share of knowledge amongst the different cities of the consortium who can benefit from each other's experience and overcome barriers they might face. For instance, a City that has already conducted trainings on ecological transition can help others to start their programme and conduct their studies, while learning from the experience of other partners of the consortium to increase their impacts or improve communication aspects.

Role of the City of Marseille:

- **Project Coordination:** Following the gathering of nine cities in September 2023, coordinating the development of a joint advocacy in 2024, and joining the Mayors Advisory Group of the Mission Cities at the end of 2024, the City aims to continue its commitment to networking French cities. The Mayor places high importance on benefiting from the expertise of other French cities through this network.
- **Prospective Study:** Conduct a forward-looking study on the ecological transition, employment, and integration, which is one of the key actions outlined in its roadmap.
- **Innovative Actions:** Deploy innovative initiatives through its Employment Innovation Fund.
- **Additional Contributions:** Reflect on human resources needs as part of the Climate City Contract and contribute insights to the project and other cities.

Role of Le Paysan Urbain Marseille Métropole

- **Support the professional integration** of disadvantaged young people through 2 to 3-month work camps with professionals in the sector (eco-construction, ecological engineering and environmental education).

Role of Association de préfiguration de la Régie Quartier Noailles Belsunce

- **Implement professional integration actions** through the daily distribution of breakfasts to schoolchildren, training in soft mobility (cyclo logistics), combating food insecurity through short circuits and organic farming.

Role of the City of Lyon:

- **Conduct Prospective Studies:** Lead two forward-looking studies on the skills needs of the City of Lyon and its surrounding territory.
- **Promote New Professions:** Advocate for emerging professions related to the ecological transition.
- **Support Skill Development:** Facilitate the development of new skills by offering training focused on the challenges and professions of the ecological transition.

Role of Association Lyonnaise pour L'Insertion Economique et Sociale (ALLIES)

- **Carry out a prospective study** on the skills needs of one sector of activity in the Lyon area; promote new green jobs with the company open

days and support the development of skills by training “employment and integration” advisors on the issues and professions related to the ecological transition in Lyon.

Role of Grenoble Alpes Metropole:

- **Conduct Prospective Study:** Lead a study on the skills needs of the territory related to the ecological transition, with a special focus on the construction/renovation sector and its stakeholders.
- **Promote Green Jobs:** Highlight and promote green jobs during the annual Career Forum.
- **Internal Skills Assessment:** Conduct a prospective study on the internal skills needs of Grenoble Alpes Metropole.

Role of the City of Paris:

- **Advocate New Professions:** Advocate for emerging professions related to the ecological transition.
- **Support Skill Development:** Provide training in ecological transition professions to help job seekers develop the necessary skills

Role of Dijon Metropole:

- **Conduct Prospective Study:** Lead a study on the skills needs required for the ecological transition.
- **Deploy Innovative Actions:** Implement initiatives to raise awareness about skills and professions related to the ecological transition.
- **Promote New Skills and Professions:** Advocate for the development and recognition of new skills and professions in the ecological transition.

Role of Ecole Supérieure des Travaux Publics Dijon (ESTP)

- **Promote skills and green jobs:** Produce a guide that capitalises on and disseminates best practice in raising awareness of training courses and green jobs (energy and construction)... This guide will include the context, the presentation of innovative courses for discovering green jobs, practical methods for discovering the skills needed for the ecological transition via forums, visits to discover green careers, communication initiatives, etc.

Role of LIEPP - Science Po Paris:

- **Identify Strategic and Operational Challenges:** Analyze the strategic and operational challenges that cities and metropolises face in developing skills to support the ecological transition of the economy, and provide recommendations based on the experiences of the five cities.
- **Scientific Monitoring:** Serve as a scientific monitoring structure (MEL), producing KPIs and tracking progress throughout the project.
- **Knowledge and Skill Development:** Support the development of knowledge and skills for cities/metropolises on key ecological transition issues, with potential for replication in France and across Europe.

Role of Cereq

- Analyse Marseille's employment local context

Expertise Required for the Project and Coverage by Partners:

- **Evaluation of Public Policies:** Covered by LIEPP and the CIFRE thesis from Marseille.
- **Expertise in Training, Integration, and Skills:** Provided by the attractiveness and employment departments, the training office, and Cereq.
- **HR Expertise:** Supported by the HR Departments of the City of Lyon and the City of Marseille.
- **Implementation of Concrete Actions:** Managed by the five cities involved in the project.

Collaborating with stakeholders: roles, relevance, and contributions (Max. 5,000 characters)

In the various actions undertaken, the 5 Cities will mobilise different types of actors:

- Public employment stakeholders: France Travail, the different regions, "Missions Locales" (public agencies supporting young unemployed people)
- Local business networks (Marséa, Les Entrepreneurs de l'Huveaune, etc.), economic clubs (construction club, school club of networks for transition, etc.)
- Local companies particularly interested in contributing to cities economic roadmap
- The various community services
- Paris will mobilise:
 - The Region, which has jurisdiction over training, in order to verify the complementarity of the proposed actions
 - Public employment service, in particular members of the Employment network including France travail Paris and the Paris Local Mission, Parisian spaces for integration for the mobilisation of targeted audiences.
 - Training organisations for the deployment of training, participation in promotional times and steering committees
 - Companies for professional immersions or recruitment opportunities.
- Dijon will mobilise:
 - The Campus des Métiers et des Qualifications Green City which runs a network of stakeholders (business world, institutions, training organizations and employment partners) who are stakeholders in its governance. In Bourgogne Franche Comté, the CMQ Green City runs two career clubs with companies, federations and employment and training stakeholders (academic region, BFC Region, France Travail): the construction club and the school club of networks for the transition. Its stakeholders will be mobilized through this means.
 - The Academic Region and the Bourgogne Franche Comté Region, which have jurisdiction over the development of training maps. These partners contribute to the development of attractiveness methods and to the sourcing of audiences.
 - Companies, business clubs and federations in order to propose solutions and support the public in their skills development on transition issues.
- Marseille will mobilise:
 - Business networks, companies, employment agencies, unions, etc. (Marséa, Les entrepreneurs de l'Huveaune Vallée, the club of 29,

- France Travail, etc.).
- Around fifty representatives will participate in the production of a roadmap responding to the City's vulnerabilities.
- Lyon will mobilise:
 - Employment-integration partners: Metropolitan House for Employment and Integration, Lyon House for Employment (ALLIES and Lyon Local Mission, France Travail), associative partners. Companies, employers' unions and consular chambers for open days and professional immersions, and the GPECT study
 - Training and support organisations dealing with the challenges of retraining and orientation: Institut Transition, Transition Pro AURA and CIBC, etc.
 - The National Center for Territorial Public Service to build internal training

Also to be sure to include citizens, companies and institutional partners, every cities will associate in the study conducted, the local stakeholders concerned (Lyon for example will engage the Metropolitan Integration and Employment Center ; Chambers of commerce and Industry etc...).

CAPACITY TO ACT: Capacity and capability

Capability and capacity building (Max. 5,000 characters)

A close-knit group and collective emulation guarantee the creation of shared knowledge

The construction of the response to the Enabling call for projects has generated collective enthusiasm. Enthusiasm around the project's objective: to make the ecological transition tangible through employment transformations. Enthusiasm around a dynamic: working in several cities, of comparable sizes, on the same subject at the same time. The project begins with a study trip with all the project stakeholders. This study trip must, in addition to seeing inspiring concrete projects, be an opportunity for team building. This may seem trivial, but it is a starting point for building a close-knit project group. We saw it at work in September and October, there is a real collective intellectual emulation on the substance of the project. Everyone is deeply mobilised by the climate cause, everyone wants to progress on how to support the transformation of the economy.

Studies that directly support the development of skills

The fund of studies conducted, whether on a territorial scale (WorkPackage 2) or at the level of administrations (WorkPackage 5) aim to strengthen the capacity of territories and administrations. By clarifying the needs in HR, professions, number of jobs, etc. and by targeting opportunities for professional integration in green sectors, the studies prepare the ground for a major increase in the transition.

Hyper-collective studies and projects

The Marseille study is led by the Citizen Participation Mission, territorial skills studies require auditing the sectors. All of the actions to promote the sectors (WorkPackage 3) and experiment are naturally aimed at a wide audience. This hyper-collective dimension of the work carried out ensures a collective increase in skills on the issues that will be worked on.

Methodologies supported by a scientific council to ensure their relevance and sustainability

The definition of the methodologies deployed in the studies will be based on a scientific council (described in the section on stakeholders). This scientific council will be a guarantee of the quality of the studies that will be conducted and therefore of their relevance.

CAPACITY TO ACT: Sound work plan and budget

Sound work plan: Please confirm you have completed the Work Plan tab in the application 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 interventions (in budget and over the eighteen-month grant timeframe) (Max. 5,000 characters)

The requested grant for the JET-CITIES project, amounting to a total of ~1,5M €, will ensure that all the actions are implemented according to the workplan and in the eighteen-month timeframe.

The consortium has dedicated sufficient staff effort to be able to carry out all planned activities and achieve the expected outcomes. The City of Marseille, as the coordinator, will recruit a project manager who will be assigned to the project on a full-time basis for the whole project period to monitor the overall budget and proceed, in coordination with the partners, and to make any adjustment required to fulfill the work plan. The city partners will dedicate 20% of a FTE to ensure the implementation of their related activities and the administrative and financial follow-up.

Moreover, the grant will cover other project costs, like subcontracting and other specific cost categories, needed for designing strategic workforce plan (WP 2), promoting green jobs as well as providing adequate training pathways (WP 3), experimenting new approaches regarding employment within the framework of ecological transition by targeting both citizens and public employees (WP 4 & WP 5) and carrying out evaluation and communication/dissemination activities (WP06), while ensuring the sustainability, replication and exploitation of the project results.

It goes without saying that each partner of the consortium will keep track of its own expenses incurred as part of the project.

CAPACITY TO ACT: Risk Management

Risk management: Please confirm that you have completed the Risk Register in the Risks tab

Confirmed

CAPACITY TO ACT: Cross-cutting Considerations

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

The "Just transition" is one of the starting point of the JET Cities project. In addition, diversity and gender will be integrated into the core of lots of actions.

In **Paris**, these themes are taken into account in training programs. The training courses offered are accessible to all audiences. Accommodations are possible for audiences with a RQTH, all training organizations have a disability representative. Since manual and technical sectors are less often open to women, particular attention is paid to parity. Specific communication actions dedicated to women and gender minorities and work on removing specific obstacles may be carried out.

In **Marseille**, the political project of the municipality is very focused on economic integration. The action on the substance aims at integration above all. The City also has a gender mission that can help to frame actions in order to ensure that this issue is taken into account.

Lyon focuses on the inclusion of long-term job seekers, training and events (open days) and will directly address the issues of diversity/inclusion/accessibility on several dimensions. The professions studied within the framework of the GPECT will also be studied through the prism of gender and accessibility. Lyon has a plan to combat discrimination in hiring, implemented by the City of Lyon, Villeurbanne, and the Lyon Metropolis is articulated with all the employment integration approaches developed in the territory.

Dijon Metropolis collaborates on the inclusion of audiences for lifelong training. The audiences pre-identified to carry out this project are vulnerable audiences: audiences in a situation of dropping out, residents of priority neighborhoods in the city.

Grenoble Metropolis departments integrated in the project specially work on inclusion, inclusion of long-term job seekers, training and events for young people.

Cross-cutting considerations (approach) (Max. 2,500 characters)

The JET Cities project is based on City Climate Contract priorities which are perfectly aligned with the Do No Significant Harm principle :

- The “Just Transition” is one pillar of each of the 5 Climate City Contract of the cities involved in the project
- The fight against global warming is the main objective of the project, the economic sectors integrated in the actions are supported to reduce Greenhouse Gases emissions (mitigation of the climate change).
- Adaptation to climate change is an integral part of the approach, particularly through adaptation of economic sectors (Tourism in Marseille, Construction in Grenoble, etc.)
- The project focuses on vulnerable citizen through professional integration public policies improvement

CAPACITY TO ACT: Citizen Engagement And Participation

Citizen participation (max 2500 characters)

The project is aimed as a whole at citizens in precarious employment situations. It should be noted that the 5 cities already have many citizen participation and engagement mechanisms: participatory budgets, citizen conventions, regular consultations on projects, etc. This project does not have a particularly developed citizen participation/engagement dimension.

However, in each of the actions citizens will be invited to participate directly or indirectly, such as:

In Lyon, the open days of companies are aimed at citizens/general public - particularly young people in integration, adults in retraining and children discovering careers. The Lyon study on employment and skills (Action A.2.5) could also be the subject of working groups with residents or an online consultation on the City platform (oye.lyon.fr). World Skills (A.3.4) brings a certain number of citizens to participate actively. In Marseille, some citizens will participate in the collaborative prospective study (action A.2.2), this dimension being piloted by the Citizen Participation Mission of the City of Marseille. But citizens will mainly benefit from public policies emanating from the results of the study. In addition, the innovation fund for employment (Action A.4.1) supports integration actions directly aimed at vulnerable Marseille citizens.

In Dijon, awareness courses (action A.3.2) are directly addressed to citizens. In fact, they are primarily aimed at middle school students (with a particular focus on 4th and 3rd year vocational preparatory classes), high school students (particular focus on students at risk of dropping out), higher education and research schools and universities, and residents of the City's Priority Neighborhoods (QPV).

In Paris, citizens looking for work will benefit directly from the training courses offered, from the events in which the city participates and also benefit from the places indirectly supported by the project (Climate Academy, Point Paris Emploi, etc.). In Grenoble, the beneficiaries of the study (action A.2.3) are job seekers, people working in the fossil fuel sectors (cement plants, petrochemicals, etc.). The careers forum (action A.3.3) is directly aimed at citizens.

Also to be sure to include citizens, companies and institutional partners, every cities will associate in the study conducted, the local stakeholders concerned (Lyon for example will engage the Metropolitan Integration and Employment Center ; Chambers of commerce and Industry etc...).

Citizen engagement (Max. 2,500 characters)

Not applicable

IMPACT: Innovativeness: Enabling whole-city innovation

Enabling innovation (expected outcomes) (Max. 5,000 characters)

Knowledge is a weapon

"Knowledge is a weapon, the library is an arsenal." Edouard Philippe, former French Prime Minister. Knowledge is a massive weapon for transforming societies. The project creates, in the Workpackage dedicated to territorial studies (WP2) or within administrations (WP5), concrete, operational knowledge on economic transformations linked to the ecological transition. This knowledge will help guide public action and meet the challenge of positioning cities as a central actor of ecological transition for economic development. In addition, by documenting new jobs, obstacles to sectors, etc., the project focuses on these issues and therefore helps to make them political priorities.

Have reliable territorial projections

Concretely, the actions undertaken in the project will make it possible to have reliable territorial projections to prepare the development of new promising economic sectors in the territory. By detailing projections on the evolution of professions and skills in connection with the different stages of the ecological

transition (horizon 2025, 2030, 2050), it is the support of transformations in professions and territorial training needs that is worked on.

Working collaboratively: a multitude of expected benefits

The expectations relating to the mobilization of a significant number of actors are numerous:

- consideration of the issues of the national low-carbon strategy in the choice of orientation of the public
- better knowledge of employment and training opportunities by employment area and the needs of green businesses
- an opening of candidate pools by sourcing audiences further removed from these sectors of activity
- knowledge of training courses
- a consolidation of school-business partnerships (mentoring) to avoid dropouts during training
- strengthening a school-business continuum for better professional integration
- an animation of an employment/training ecosystem allowing the understanding of the mutual challenges of the actors, thus removing the various obstacles of sourcing until successful professional integration

Preparing public organisations for adapting to their workforce transition

By analysing the consequences of the ecological transition on public officials (changes in ways of working, emergence of new professions, disappearance of certain professions), public administrations anticipate and support the systemic transformation. The development of support measures for public officials to minimise the negative impacts of the transition (awareness, communication, psychological support, etc.) is a key point for properly orchestrating the transition. But, more strategically, it's a way of preparing job profiles, methods and organisations for better answer to emerging needs.

Openness to unforeseen outcomes (Max. 2,500 characters)

The scientific partner takes on the role of taking a step back and will ensure that the actions/studies undertaken are analysed through the prism of their initial objective but also of what actually happened and the benefits that the territory should derive from them in general.

At every committee, a special attention will be brought to the insights gained through the implementation of the JET CITIES project. This way, main stakeholders of the project are informed and can take track of the achievements and difficulties of the JET CITIES project. This internal and external governance will be a valuable asset to gain knowledge and an overall and interdisciplinary vision of the project outcomes. Experiences from other stakeholders could be shared. In the end, this will give a sense to the project bigger than the actual direct outcomes in terms of training.

Learning enquiries (Max. 2,500 characters)

The consortium of 5 cities identifies 4 questions to be solved during the project. They are important questions at our local scale. It is considered that answering this enquiries will be a big step in the local ecological transition.

1/ Green Economic transformation : What are the local economic transformations regarding ecological transition ? what can be anticipated ? What are the green opportunities for professional integration to be captured on a territorial scale?

The studies led by the city in the WorkPackage 2 will answer these questions with concrete figures and facts.

2/ Role of the cities : What should be the role of cities in supporting the ecological transition of the economy and employment?

The LIEPP is in charge of answering this question.

3/ Scaling up green economic sectors: What are the barriers to scale up house energy refitting economic sector ? what are the barriers to develop circular economy in cities ? What are the efficient actions to be led by cities ? etc.

The studies led in the WorkPackage 2 and actions of the WorkPackage 3 and 4 will answer these questions.

4/ What is(are) the right tool(s) to anticipate HR needs (quantitative, in terms of skills, etc.) relating to the ecological transition within a public administration?

The 3 studies (Lyon, Grenoble and Marseille) led in the Workpackage 5 will create a methodology and tools to answer these questions.

The actions tested will be continued after the project. For example, the learnings of its Green internal workforce strategy will enable to transform the local administration of the City of Lyon after 2030 ; the service in charge will guarantee the action plan implementation (deliverable 5.1).

The company open day event will become an annual event, continued every year (deliverable 3.4).

Innovativeness (Max. 5,000 characters)

The studies conducted are at the forefront of innovation, because at this stage only the national/regional scales have addressed these issues of economic transformation linked to the ecological transition. We are thinking here of the studies of the General Secretariat for Ecological Planning, the Shift Project's Plan for the Transformation of the French Economy, but also of the study conducted in Brittany in the same spirit.

Conducting this type of analysis at the urban and administrative scale is particularly innovative for the following reasons:

- Concerning territorial analyses, urban environments have particular economic specificities: there is little land available, therefore little possible development of green reindustrialization. There is little agricultural land available to accommodate an intensification of green agricultural activities. Conversely, cities host decision-making centers and the majority of carbon emissions. The innovation developed takes a step back from all of these elements and formulates what the economic transformation of cities, with regard to the challenges of ecological transition, could be.
- Local administration face a public opinion argument : it is regularly said that fewer civil servants are needed but it is also said that the transition must be done at the local level. Development of parks (with civil servant to maintain trees/park), develop cycle plans, leading the building renovation need human resources. No project can't be implemented without project managers. The studies will show concrete analysis of needs to implement the ecological transition.
- It is an innovation of multi-city governance: very rare are the projects that bring together 5 cities in a collective project working on the same theme with comparable methodologies.
- Each of the actions carried out in WorkPackage 3 (promotion of green jobs) and 4 (experimental actions) also carries a dose of innovation, at

least at the scale of the territory on which the project is developed.

IMPACT: Impact

Direct Outcomes of interventions | Approach to integrated monitoring, learning and evaluation (MEL) | Long-term targeted Impacts

Confirmed

Complementarity for enhanced impact (Max. 5,000 characters)

The JET-CITIES project proposes a set of complementary actions, all of them related to the employment dimension of the just transition . As this is a transversal theme which is applicable to every city engaged for climate neutrality, we wish that as many European cities as possible can benefit from our work.

Several cities have expressed their will to support and take part of the results and methodologies developed within the JET-CITIES project and Letters of support have been signed with the following cities:

- City of Botosani, Romania
- City of Mainz, Germany
- Municipal District of Prague 6, Czech Republic
- City of Lund, Sweden
- City of Leuven, Belgium

These cities are particularly interested in the Work Plan presented by the 5 French cities in the JET CITIES project. Establishing basic knowledge on local green job transitions is a priority to design efficient public policies. They also express their will to take inspiration from the approaches to promote green jobs explored within the project and the methods developed to strengthen public policies dedicated to professional integration.

The city of Lund, with their project CoGovernance Lund, is particularly interested in the governance aspects of the JET-CITIES project. Working with local green job transition is an important aspect for the governance of collaboration with the private sector.

JET-CITIES has also been in contact with GRIP (joint project of Oslo in Norway, Aachen in Germany and Kosice in Slovakia), who are proposing a project on the subject of green public procurements, to explore potential synergies and complementarities between the two projects . Public procurement is an important lever for public administrations to steer projects towards greener solutions and also a complement to using in-house public staff. In consequence, it has an influence on the skills and the workforce needed for the contractors to deliver the demanded service. As JET-CITIES will explore the adaptation needed for different economic sectors to respond to the transition, the two projects will thereby complement one another.

Thanks to the bootcamp (January 2025) and to foster collaboration with other cities, the consortium will collaborate with the City of Mannheim's COLLECT project, which has focused on accelerating the ecological transition by investing in support for the city and local stakeholders. The possible connection

46

This Call for Enabling City Transformation interventions is open to proposals for funding under Horizon Europe, Grant Agreement number: HORIZON-RIA-SGA-NZC-101121530

between our two projects would be on our local economic partners involved in greening Marseille's economy. We would also like to collaborate with the projects run by the cities of Milan/Budapest. Their actions with local businesses could ultimately lead to the transformation/adaptation of public policies. Since the aim of our project is to formulate recommendations in terms of public policy, it would be interesting to monitor our respective actions in this area.

As members of the Cities Mission and the French Mirror Group, the Metropole of Angers-Loire and Urban community of Dunkerque has shown their interests' as observers of the JET-CITIES project.

By disseminating the results with the above mentioned cities, in geographically different parts of Europe, the results of the JET-CITIES project will have an impact beyond the French context and hopefully all across Europe. In total 15 european cities are already involved or have shown interest.

Finally, if the proposal is selected, we wish to further deepen the synergies and complementarities with other proposals, for example through the upcoming bootcamp sessions.

IMPACT: Enabling innovation interventions' replication and transferability

Replication (speed) (Max. 2.500 characters)

Disseminate the contents of the studies to the 100 Cities

2 of the 100 cities have already expressed interest in the project (Lund and Leuven, see the letters of support). Other French cities had also indicated that they would like to follow the content of the project. This underlines that the cities will be interested in the results of the actions carried out, in particular the studies (Work Package 2 and 5), the creation of courses (Dijon, Work Package 3), the actions supported by the innovation fund.

By disseminating the results of these actions that concretise the just transition from the employment perspective, it is a real dissemination of elements concretizing the notion of popular ecology. This will allow cities (administration and local elected officials) to take hold of this new way of talking about climate, biodiversity and ecological transition. In our opinion, this is a real contribution to the Net Zero Cities approach to support the notion of systemic transformation.

On each of the actions, easily replicable elements

On each of the actions carried out by the Cities, many elements can be reused by other cities, for example:

The training courses for employment advisors developed by Lyon can easily be reused by all French cities

- The integration projects financed by the project in Marseille can inspire associations and players in professional integration in other territories. By being analyzed in detail, this will allow us to go beyond the simple qualitative interest of the presentations
- The training courses developed by Dijon will constitute a basis for reflection on the promotion of green and reusable jobs in France and abroad. A methodological publication on the Net Zero Cities resource platform can be studied

Amend the Climate City Contract template to include an HR dimension

When developing the Marseille Climate City Contract, the City had analysed the HR needs associated with the action plan. 70 additional gardeners to renature the city's land, 20 project managers to really develop the bicycle plan (vs. 2 today), 10 project managers to develop solar pannels and district heating networks, etc. This had a real added value to concretely project the administration into the ecological transition. The template did not require these elements and they therefore remained at the state of non-deliberate technical analyses.

The JET Cities project could contribute to strengthening the Climate City Contract template and encourage cities to anticipate these essential needs for the success of the objectives.

In France, key players already integrated into the project and an interest from the DG Climate/DG Energy

As already mentioned, the project integrates players who will ensure dissemination, the first step in a replication. France Urbaine, Réseau Action Climat, Alliance Emploi Ville are all players who guarantee dissemination of the project results and provided support letters (see files). In addition, the project was presented to France Stratégie, ADEME, and DG Climate/DG Energy. These actors have shown keen interest in the approach developed by the cities.

The results of the actions will be shared with other partners. The LIEPP will gather all the information produced in cities and will synthetise it to share it with other cities (for example Lyon will create an action sheet to describe how to organise company open day events. Paris will promote the methodology of the professionals training in the ecological transition sector for jobseekers they will develop. This methodology will be cited in the OECD's economic review of Paris, which will be published in 2025 and translated into English. They will also be presented and discussed with other European and American cities (Milan, Boston, Dublin, etc.) as part of OECD-led working groups on employment policies implemented by municipalities.

Transferability (scale) (Max. 2.500 characters)

See previous answer.

DECLARATIONS AND KEY WORD TAGS

Alignment to NZC Enabling City Transformation eligible activities

I declare

Other EU funded programmes/calls

I declare

Other EU funded programmes/Calls (Max. 5,000 characters)

Marseille: The junior project manager leading part of the work of activity (activity A.2.1) has already a part of its worktime funded by the pilot project of Marseille (30%). This project will fund another part of its worktime. And three partners of the Pilot project NZC will me mobilised in Activity A.2.2 (Marséa, La Cité des Entrepreneurs, Les Entrepreneurs de l'Huveaune)

Key Word Tags
Key Word Tag 1
Green jobs
Key Word Tag 2
Ecological transition workforce
Key Word Tag 3
Green employability and social inclusion
Key Word Tag 4
Green economic opportunities in cities (energy retrofit, mobility, circular economy, renewable energies)
Key Word Tag 5
Public administration climate action human resources

Files		
Title	Owner	Last Modified
1. 2 - Enabling - Partner Support Letter - local stake- Worldskills France	Arthur Coussy	21/03/2025 11:39
2. 1 - Enabling - Partner Support Letter - City -Prague	Arthur Coussy	21/03/2025 11:39
3. 0 - Mayor's or equivalent commitmet_support letterNZC - Paris	Arthur Coussy	21/03/2025 11:39
4. 1 - Enabling - Partner Support Letter - City -Botosani	Arthur Coussy	21/03/2025 11:39
5. 3 - Enabling - Partner Support Letter - dissemination- France urbaine	Arthur Coussy	21/03/2025 11:39
6. 0 - Mayor's or equivalent commitmet_support letterNZC - CMQ Dijon ESTP	Arthur Coussy	21/03/2025 11:39
7. 0 - Mayor's or equivalent commitmet_support letterNZC - LIEPPE- Sciences Po	Arthur Coussy	21/03/2025 11:39
8. 1 - Enabling - Partner Support Letter - City - Mainz	Arthur Coussy	21/03/2025 11:39
9. 0 - Mayor's or equivalent commitmet_support letterNZC - Dijon	Arthur Coussy	21/03/2025 11:39
10. 0 - Mayor's or equivalent commitmet_support letterNZC - Cereq	Arthur Coussy	21/03/2025 11:39
11. 3 - Enabling - Partner Support Letter - dissemination & Scientific Committee- Climate Action Network -RAC	Arthur Coussy	21/03/2025 11:39
12. 2 - Enabling - Partner Support Letter - local stakeholder - Aract	Arthur Coussy	21/03/2025 11:39
13. 1 - Enabling - Partner Support Letter - City -Reggio Emilia	Arthur Coussy	21/03/2025 11:39
14. 3 - Enabling - Partner Support Letter -	Arthur Coussy	21/03/2025 11:39

50

This Call for Enabling City Transformation interventions is open to proposals for funding under Horizon Europe, Grant Agreement number: HORIZON-RIA-SGA-NZC-101121530

Alliance Cities Employment - AVE		
15. 1 - Enabling - Partner Support Letter - City - FZC-Zaragoza	Arthur Coussy	21/03/2025 11:39
16. 2 - Enabling - Partner Support Letter - SNC Fresque de l'emploi durable	Arthur Coussy	21/03/2025 11:39
17. 2 - Enabling - Partner Support Letter - local stakeholder - Mission locale Lyon	Arthur Coussy	21/03/2025 11:39
18. 0 - Mayor's or equivalent commitment support letterNZC - Lyon	Arthur Coussy	21/03/2025 11:39
19. 1 - Enabling - Partner Support Letter - economic agencies - Aract	Arthur Coussy	21/03/2025 11:39
20. 0 - Mayor's or equivalent commitment support letterNZC - Grenoble	Arthur Coussy	21/03/2025 11:39
21. 0 - Mayor's or equivalent commitment support letterNZC - Marseille	Arthur Coussy	21/03/2025 11:39
22. 1 - Enabling - Partner Support Letter - City - Leuven -100cities	Arthur Coussy	21/03/2025 11:39
23. 1 - Enabling - Partner Support Letter - City - Lund -100cities	Arthur Coussy	21/03/2025 11:39
24. 3 - Enabling - Partner Support Letter - dissemination- French Ministry of Innovation and Research	Arthur Coussy	21/03/2025 11:39
25. ECT-Budget-Template- V6-Jet Cities	Arthur Coussy	21/03/2025 11:39
26. Enabling-City-Transformation-Indicator-Set-JET Cities	Arthur Coussy	21/03/2025 11:39
27. Workpackage presentation - JET Cities	Arthur Coussy	21/03/2025 11:39
28. 3 - Enabling - Partner Support Letter - dissemination- French Ecological Agency ADEME	Arthur Coussy	21/03/2025 11:39
29. ECT-Budget- V8-Jet Cities	Arthur Coussy	21/03/2025 11:39
30. ECT_Impact_Framework_Jet CITIES v2	Arthur Coussy	21/03/2025 11:39
31. ECT-Proposal refinement document_JETCITIES	Arthur Coussy	21/03/2025 11:39

51

This Call for Enabling City Transformation interventions is open to proposals for funding under Horizon Europe, Grant Agreement number: HORIZON-RIA-SGA-NZC-101121530

32. ECT-Budget- V8-Jet Cities	Arthur Coussy	21/03/2025 11:39
33. ECT_Impact_Framework_Jet CITIES v2	Arthur Coussy	21/03/2025 11:39

Call for Proposals: Enabling City Transformation NetZeroCities

Impact Framework Template

JET Cities – Boosting Green Workforce in Cities / Marseille

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

Call Opens: 5 June 2024, 12.00 CET

Deadline: 14 October, 17.00 CET

Call ID: NZC-SGA-HE-202406

Publication Date: 5 June 2024

Version of the document: A1.0 (05.06.2024)

netzerocities.eu



Funded by
the European Union

1 Outcomes to unlock pathways to climate-neutrality

Questions: How will the proposed activities enable positive change in your city within and beyond their direct scope, along pathways towards climate-neutrality? Which are the combined effects expected due to enhanced synergies between multiple projects/activities? (Up to 500 words)

To accelerate the transition to a carbon-neutral climate, cities need to invest in the challenges and impacts of such a transformation on the employment sector. The National Integrated Energy and Climate Plan predicts that nearly 8 million jobs could be affected by the climate transition in France. 150,000 jobs could be created between now and 2030. But this will be accompanied by far-reaching reconfigurations, since this figure, in detail, is explained by 400,000 full-time equivalents (FTEs) created for 250,000 FTEs destroyed.

Ecological planning should create jobs in certain sectors, such as: Energy renovation of buildings, development of low-carbon energies, re-industrialisation, particularly for 'green' industries, conversion and withdrawal of infrastructures needed for the distribution of fossil fuels and agro-ecological transition.

If 1.9 million new entrants are expected in these sectors, the workforce to be found between now and 2030 is 2.8 million, i.e. almost 880,000 jobs to be anticipated. Many of these jobs are already in short supply.

Acting on employment means:

- Cross-referencing training and employment objectives with the carbon neutrality objectives voted for in the cities. Training schemes are currently designed to meet companies' current needs. Accelerating the transition means increasing the number of projects to be carried out in the region. It will therefore be necessary to measure the impact of such changes on employment and to work locally with all the players involved to ensure that jobs match needs and challenges.
- Improving the effectiveness of the actions carried out by providing staff with the right training and developing jobs to meet the new challenges as effectively as possible.
- To mobilise residents and businesses in new ways around joint actions to accelerate the transition, thereby strengthening collective commitment, the ambition of the actions taken and the effectiveness measured in terms of greenhouse gas emissions reductions in the regions. Enabling everyone to take action, including in their professional environment, by bringing meaning to the issue will help to combat eco-anxiety. Finally, it's also a way of using other levers to reach out to people who are far removed from the challenges of climate change, and to get them involved in the region's climate change transition.
- working for an ecological transition that is fair and socially acceptable to all. Climate change is highly likely to widen inequalities, especially as it will generate new forms of vulnerability and could put people at risk who were not previously. Actions with people who are far from employment are being studied in order to combat vulnerability.
- adapt to the impact of climate change by supporting changes in professional practices.

The diversity of approaches adopted by the 5 applicant cities will enable them to multiply their action in this area in a very short time, drawing on their synergies and complementarities, the sharing envisaged and the collaboration built into the application.

1.1 Direct Outcomes (Early and Later)

WP	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 or synergies, beyond the direct scope of the activity.
	Please add as applicable	Select one or more as applicable – - Technology and infrastructure - Governance and policy - Financing and funding - Social innovation - Democracy and participation - Capacities and capabilities - Data and digitalisation - Procurement	Please describe as applicable	Please describe as applicable
Promote green jobs (WP 03)	Coordination of various actions to promote employment and training programs in the transition and Promoting the development of training courses	- Social innovation - Democracy and participation - Capacities	Consolidation and animation of the ecosystem of jobs, training and skills in green professions Preparation of the public across the entire value chain (from awareness raising to professional integration)	Securing career paths to green jobs, increasing the pool of skilled workers for green jobs
Promote green jobs (WP 03)	Skills development course on ecological transition and its professions	- Social innovation - Democracy and participation - Capacities	Skills development of the ecosystem on issues of jobs, training, skills and green professions Structuring a tailor-made offer to enrich the pool of competent candidates for green professions	Increasing the pool of skilled workers for green jobs

Promote green jobs (WP 03)	Promotion of careers in green transition sectors (Grenoble)	▪ Social innovation ▪ Democracy and participation ▪ Capacities	Public awareness of green jobs Innovation in the discovery of jobs in green professions	Increasing the pool of skilled workers for green jobs
Promote green jobs (WP 03)	Lyon's 2025 World Skills heritage	▪ Social innovation ▪ Democracy and participation ▪ Capacities	Innovation to raise awareness and discover job opportunities in green professions	Increasing the pool of skilled workers for green jobs

2 Long-term Direct Impacts

Question: How are the proposed activities expected to reduce the city's GHG emissions? What is the intended impact and emissions decrease profile, over the duration of the project, and as a proportion of the city's overall emissions profile? (Up to 300 words)

In Marseille, the direct effects of our actions are difficult to anticipate insofar as they contribute to an increase in the skills of several components of the population which should ultimately lead, through the adoption of new practices but also the cumulative diffusion of these practices in several circles (professional, family, friendly, etc.), to a reduction in our individual and collective greenhouse gas emissions.

Nb: here, in the absence of precise indicators, we could put forward the argument for the adoption of a “virtuous trajectory” leading to the progressive achievement of our decarbonization objectives by 2030 and 2050.

The effects to be expected concern the public sphere and the private sphere transversally, and within the latter all sectors of activity, even if certain sectors such as construction or transport offer the greatest margins for progress. in terms of reducing their carbon emissions. Acting as a priority on these key sectors makes it possible to expect to reach a critical mass of people to be trained in good professional gestures and practices and thus trigger savings in experience (for training professionals) and learning (for the people trained) and ultimately cost advantages (economies of scale in training allowing the unit cost to be reduced) and non-cost advantages (change in the quality of this training thanks to feedback).

The metropole of Grenoble Alpes has a long term goal to become carbon neutral and it's main sectors of emissions are industry (40 %), buildings (37 %) and transport (23%). The proposed activities are transversal and are expected to reduce our emissions on all three of these sectors. During the project, the short term impact will be on the buildings sector as the project aims to boost the local workforce of the construction and renovation sector which is needed to reach the thermal renovation objectives of the Climate Plan. On a long term perspective the proposal is also expected to contribute to a systematic change of the industrial sector and transport sector. The proposal also has an indirect impact. By focusing on the promotion of green jobs (professional scale), citizens that work or will work in these sectors, can also be expected to gain awareness of actions, behaviors and practices that are climate friendly on a private scale.

The city of Lyon is committed to being carbon neutral. The main emissions sectors are buildings and transport. Lyon has defined a long-term strategy to achieve climate neutrality. The project will contribute to this strategy by developing and promoting new employment sectors necessary to achieve this strategy.

In Dijon, some skills are already under pressure in the territory. The result is a considerable extension of the delivery times of construction sites or the inability of some companies to position themselves in certain markets, thus slowing down the implementation of technical solutions to combat GHG emissions. By securing the pools of skilled labour for green professions, we secure the activities that allow GHG reductions.

The City of Paris aims to be carbon neutral considering both the direct emissions within the city's jurisdiction and the consumption-based emissions associated with goods and services consumed in Paris. Therefore, Paris has defined a long-term strategy to become climate neutral on its entire carbon footprint including Parisian consumption and sectors such as fooding, Addressing directly citizen's carbon footprint through the lens of employment, the JETCITIES project will have an impact on those emissions which represent a big share of Paris' emissions. Paris' carbon footprint stands at 18.4 million tonnes of CO2 equivalent in 2021. The main items are air transport (freight and passenger) (23%), food (22%), transport (non-air, freight and passenger) (22%) and energy consumption in residential and tertiary buildings (21%). By raising awareness through specific training modules, job seekers will master professional practices toward reducing greenhouse gases and, through their employment in green sectors, contribute to reducing their carbon footprint as well as that of their surroundings.

2.1 GHG Impacts (Standardised)

Please use this section to capture the GHG impacts of your proposed activities or interventions and refer to [NZC ECT Indicator Set](#) (a separate excel sheet available in the Application Templates section of the Call website) for further details.

Activity or Intervention name	GHG Emission Domain	Emission Sub-domain	Quantitative indicator	Metric/unit of measurement <i>(How will this impact be measured?)</i>
Please add as applicable	Select one or more from – ▪ All vehicles and transport (mobile energy) ▪ Consumption of electricity generated for buildings, facilities, & infrastructure ▪ Consumption of non-electricity energy for thermal uses in buildings & facilities ▪ Land use (including agriculture, forestry, and other land uses) ▪ Multi-sector waste management and disposal ▪ Industrial process emissions	Select from as applicable – ▪ GHG emissions ▪ Total GHG emissions ▪ Stationary energy ▪ Transport ▪ Waste ▪ Industrial processes and product use ▪ Agriculture, forestry, and land use (AFOLU) ▪ Grid supplied energy ▪ Energy Consumption ▪ Energy Efficiency ▪ Share of Renewable Energies ▪ Carbon capture and residual emissions	Select from the suggested list of 12 indicators in NZC ECT Indicator Set as applicable	Select from suggested list of units in NZC ECT Indicator Set or add your own as applicable
Design of fossil fuel free and climate adapted future cities' economy	Greenhouse Gas Emissions (GHG)	▪ Total GHG emissions	Total greenhouse gas emissions per year	t CO2 equivalents / year
and anticipate short term needs (WP02)	Consumption of non-electricity energy for thermal uses in buildings & facilities	▪ Stationary energy	GHG emission per year from stationary energy per year	t CO2 equivalents / year

Experiment approaches to transform public action supporting (WP 04)	new to public action	All vehicles and transport (mobile energy)	▪ Transport	GHG emission from transport per year	Number of participants using green transport facilities?
---	----------------------	--	-------------	--------------------------------------	--

2.2 GHG Impacts (Customised according to city/project)

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

Activity or Intervention name	GHG Emission Domain	Emission Sub-domain	Quantitative indicator	Metric/unit of measurement <i>(How will this impact be measured?)</i>
Please add as applicable	Select one or more from – ▪ All vehicles and transport (mobile energy) ▪ Consumption of electricity generated for buildings, facilities, & infrastructure ▪ Consumption of non-electricity energy for thermal uses in buildings & facilities ▪ Land use (including agriculture, forestry, and other land uses) ▪ Multi-sector waste management and disposal ▪ Industrial process emissions	Please add your own as applicable	Please add your own as applicable	Please add your own as applicable
Design of fossil fuel free and climate adapted future cities' economy and anticipate short term needs (WP02)	Transversal	Transversal	Number of cities within the project that has a green workforce strategy	Total # of cities
	Transversal	Transversal	Number of cities within the project that has an action plan	Total # of cities
Promote green jobs (WP 03)	All vehicles and transport (mobile energy)	Soft mobility	Number of sensitized job seekers and students in the soft mobility sector	total # of sensitized jobseekers in the soft mobility sector
	Consumption of non-electricity energy for thermal uses in buildings & facilities	renewable energies and energy management	Number of sensitized job seekers and students in the renewable energy sector	total # of sensitized jobseekers and students in the renewable energy sector

	Consumption of electricity generated for buildings, facilities, & infrastructure	electricity and energy management	Number of sensitized job seekers and students in the energy sector	total # of sensitized jobseekers and students in the energy sector
	Consumption of non-electricity energy for thermal uses in buildings & facilities	building and construction renovation	Number of sensitized job seekers and students in the building sector	total # of sensitized jobseekers and students in the building sector
	Land use (including agriculture, forestry, and other land uses)	sustainable agriculture	Number of sensitized job seekers and students in the sustainable agriculture sector	total # of sensitized jobseekers in the sustainable agriculture sector
	Multi-sector waste management and disposal	circular economy	Number of sensitized job seekers and students in the circular economy sector	total # of sensitized jobseekers in the circular economy sector
	All sectors		Number of people trained in ecological transition professions	total # of people trained in ecological transition professions
Experiment new approaches to transform public action supporting (WP 04)	All vehicles and transport (mobile energy)	Soft mobility	Number of job seekers trained in the soft mobility sector	total # of job seekers trained in the soft mobility sector
	Consumption of non-electricity energy for thermal uses in buildings & facilities	Renewable energies	Number of job seekers trained in the renewable energies sector	total # of job seekers trained in the renewable energies sector
	Land use (including agriculture, forestry, and other land uses)	sustainable agriculture	Number of job seekers trained in the sustainable agriculture sector	total # of job seekers trained in the sustainable agriculture sector
	Multi-sector waste management and disposal	circular economy	Number of job seekers trained in the circular economy sector	total # of job seekers trained in the circular economy sector

Prepare public employment transformation (WP05)	Transversal	Transversal	Number and quality of recommendations to develop public employment.	Total # of recommendations to develop public employment on sustainable jobs
---	-------------	-------------	---	---

3 Indirect Impacts or Co-benefits

Question: Which co-benefits or other indirect long-term impacts do the proposed activities/interventions expect to achieve in your city, in addition to GHG-emissions reduction? (Up to 300 words)

The JET CITIES project will have strong social and economic impacts and will strengthen capacity building of the public administration as well as the participants. The implementation of a Shared Prospective Monitoring system on Jobs and Skills around the challenges of the ecological transition, bringing together a large number and a wide variety of stakeholders in this transition, will accelerate the dissemination of good practices, first in the professional field and then, in the society as a whole. Participants who will have access to training modules on the ecological transition and on the adaptation of their professional practices to address these challenges will in turn become ambassadors of these good practices. A virtuous circle could thus be established, ultimately leading to a reduction in the carbon footprint. Beyond these GHG emissions related impacts, the JET CITIES project will have other induced effects such as the improvement of air quality, improvement of the level of health of the population, leading to a reduction in health expenditure. All of these effects will contribute to making our cities more resilient to the various crises they face, ecological of course, but also social and economic. By taking into account the inclusion of women and people far from employment, implementation of the JET CITIES offers many co-benefits in terms of social inclusion, social cohesion and capacity-building. Finally, public administration will also benefit from the JET CITIES project implementation, thanks to the exchanges of practices of the different cities and knowledge gained from the experts.

Please use the following section to describe the details of specific co-benefits or long-term indirect impacts of your proposed activities.

3.1 Co-benefits (Standardised)

Please use this section to capture the co-benefits of your proposed activities or interventions and refer to [NZC ECT 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 – - Public Health and environment - Social Inclusion, Innovation, Democracy and Cultural Impact - Digitalisation and Smart Urban Technology - Economy - Finance and Investment - Resource efficiency - Biodiversity	Select from 31 recommended Co-benefit Sub-domains from the NZC ECT Indicator Set (please see excel spreadsheet in the Application Templates section of the Call website)	Select from the suggested list of 33 indicators in NZC ECT Indicator Set	Select from suggested list of units in NZC ECT Indicator Set or add your own as applicable
Design of fossil fuel free and climate adapted future cities' economy and anticipate short term needs (WP02)	Economy	Skilled Jobs & Employment	Newly created sustainable jobs	total # of newly created sustainable jobs
	Economy	Skilled Jobs & Employment	Non-sustainable jobs deleted	Total # of non-sustainable jobs deleted
	Economy	Technological readiness	Number of solutions suggested for implementation in local strategies	total # of implemented solutions over the lifetime of the project
Promote green jobs (WP 03)	Social Inclusion, Innovation, Democracy and Cultural Impact	Citizen & Communities Participation	Improved citizen participation Gender equality	# of citizens engaged through the activities # of women engaged in

		Social Innovation	Number of participative activities implemented per stakeholder group	training activities total # of counseled activities
Experiment new approaches to transform public action supporting (WP 04)	Social Inclusion, Innovation, Democracy and Cultural Impact	Capacity of the public administration	Improvement in skills and awareness	Number of public officials or people trained as part of the JET CITIES activities
Monitoring, Evaluation, Learnings (WP 06)	Social Inclusion, Innovation, Democracy and Cultural Impact	Scientific or Communication Outreach of the project	Scientific publications, social campaigns etc	total # of scientific publications

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

Please use the following section to describe the details of the Co-benefits of your proposed activities or interventions (not included in NZC ECT 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 – - All vehicles and transport (mobile energy) - Consumption of electricity generated for buildings, facilities, & infrastructure - Consumption of non-electricity energy for thermal uses in buildings & facilities - Land use (including agriculture, forestry, and other land uses) - Multi-sector waste management and disposal - Industrial process emissions	Select one or more as applicable – - Technology and infrastructure - Governance and policy - Financing and funding - Social innovation - Democracy and participation - Learning and capabilities - Data and digitalisation - Procurement	Please add your own as applicable	Please add your own as applicable
Design of fossil fuel free and climate adapted future cities' economy and anticipate short term needs (WP02)	Improved economic resilience and attraction of cities	All sectors/transversal	Governance and policy	Industrial employment rate (% of employment in the industrial sector)	R&D employment rate (% of employment in R&D)
Experiment new approaches to transform public action supporting (WP 04)	Inclusion of citizens from varied socio-	All vehicles and transport (mobile energy) Consumption of non-electricity energy for thermal uses in	Social innovation and Learning capabilities	Involvement of various types of beneficiaries	# of participants of each profile

	professional groups, including defavorized ones	buildings & facilities Land use (including agriculture, forestry, and other land uses) Multi-sector waste management and disposal			
Prepare public employment transformation (WP05)	promoting new skills to city employees	All vehicles and transport (mobile energy) Consumption of electricity generated for buildings, facilities, & infrastructure Consumption of non-electricity energy for thermal uses in buildings & facilities Multi-sector waste management and disposal	Social innovation and Learning capabilities	promoting new skills to city employees	number of city employees trained and sensitized
Enhance capacities at the local level to assess progress in delivering transformative change in the employment / integration sector (WP06)	data collection and analytics to monitor and assess progress towards critical milestones and delivering goals.	All vehicles and transport (mobile energy) Consumption of electricity generated for buildings, facilities, & infrastructure Consumption of non-electricity energy for thermal uses in buildings & facilities Multi-sector waste management and disposal	Social innovation and Learning capabilities	promoting new skills in monitoring and evaluating progress.	number of employees trained and sensitized

4 Integrated MEL System for your city/project

Questions: How will your city/project build an integrated Monitoring, Evaluation, Learning (MEL) system to continuously and holistically measure progress/impacts through both qualitative and quantitative data? How will this system enable evidence-based, agile decision-making and sensemaking? (Up to 500 words)

LIEPP will coordinate the development of an integrated MEL system, to support JET cities in monitoring progress, evaluating outcomes and learning from their experience. LIEPP will draw on co-design methods at each stage, to promote the active collaboration of cities. At the end of the project, cities should be able to monitor these indicators by themselves, if they have the resources to do so.

- **Monitoring:** working in close collaborations with cities and drawing on NetZeroCities Guidelines, LIEPP will define a list of quantitative indicators that are relevant to monitor progress, both at cities level and at project level, in advancing the ecological transition agenda in the employment sector. In addition to direct (e.g., GHG emissions in critical sectors) and indirect impacts (e.g., public health and climate co-benefits), these indicators will also monitor progress in capacity building (data collection and analytics). Cities will collect the relevant information to implement these indicators. Every effort will be made to ensure consistency, when relevant, with regional, national and EU indicators.
- **Evaluation:** a qualitative evaluation will be carried out by LIEPP in collaboration with cities (bilateral/group meetings) to assess capacity building, in each JET City, to setup, manage and maintain data collection and infrastructure with the aim of determining the degrees to which critical milestones and final impacts have been achieved in transitioning towards net zero in the employment/integration sectors. This will involve training sessions and awareness-raising with relevant stakeholders in cities, such as city administrations for example (e.g. City Marseille's Performance & Evaluation Mission), to support the effective appropriation of evaluation methods.
- **Learning :** by collecting evidence and knowledge, LIEPP will encourage a continuous process of stock-taking, with the aim to provide guidance for cities at project level and beyond (regional/national/EU levels). A report summarizing main findings (e.g., successful solutions, risks and barriers) will be produced, in a format suitable for local/regional decision-makers in the employment/integration sectors (economic development and agencies, politicians, chambers of trade, etc.) and for dissemination in relevant national/European cities and policy networks.

Budget input cost

					Direct costs	Indirect costs	TOTAL
					€ 1.279.982,50	€ 220.526,38	€ 1.500.508,88
Organisation	Work Package	Cost Description	Cost Category	Amount Planned	Indirect costs *(auto-calculated)	Total cost	
Ville de Marseille	WP 1 - Coordination, communication and dissemination	Coordination of the project (375 day.man)	A. Personnel	€ 113.605,00	€ 28.401,25	€ 142.006,25	
Métropole de Dijon	WP 1 - Coordination, communication and dissemination	Involvement in project governance (188 day.man)	A. Personnel	€ 25.000,00	€ 6.250,00	€ 31.250,00	
Grenoble Alpes Métropole	WP 1 - Coordination, communication and dissemination	Involvement in project governance (95 day.man)	A. Personnel	€ 25.000,00	€ 6.250,00	€ 31.250,00	
Ville de Paris	WP 1 - Coordination, communication and dissemination	Involvement in project governance (68 day.man)	A. Personnel	€ 24.850,00	€ 6.212,50	€ 31.062,50	
Ville de Lyon	WP 1 - Coordination, communication and dissemination	Involvement in project governance (79 day.man)	A. Personnel	€ 24.949,00	€ 6.237,25	€ 31.186,25	
Ville de Marseille	WP 1 - Coordination, communication and dissemination	Communication plan (project presentation, social media campaign, dissemination tool inspired by studies results)	B. Subcontracting	€ 10.000,00	€ -	€ 10.000,00	
Ville de Marseille	WP 1 - Coordination, communication and dissemination	Study collective trip, collaboration with other cities and bootcamp (2 travels during the project)	C1. Travel and subsistence	€ 3.200,00	€ 800,00	€ 4.000,00	
Métropole de Dijon	WP 1 - Coordination, communication and dissemination	Study collective trip, collaboration with other cities and bootcamp (2 travels during the project)	C1. Travel and subsistence	€ 3.200,00	€ 800,00	€ 4.000,00	
Grenoble Alpes Métropole	WP 1 - Coordination, communication and dissemination	Study collective trip, collaboration with other cities and bootcamp (2 travels during the project)	C1. Travel and subsistence	€ 3.200,00	€ 800,00	€ 4.000,00	
Ville de Paris	WP 1 - Coordination, communication and dissemination	Study collective trip, collaboration with other cities and bootcamp (2 travels during the project)	C1. Travel and subsistence	€ 3.200,00	€ 800,00	€ 4.000,00	
Ville de Lyon	WP 1 - Coordination, communication and dissemination	Study collective trip, collaboration with other cities and bootcamp (2 travels during the project)	C1. Travel and subsistence	€ 3.200,00	€ 800,00	€ 4.000,00	
Ville de Marseille	WP 1 - Coordination, communication and dissemination	Project administration (CSF)	C3. Other goods, works, and services	€ 16.000,00	€ 4.000,00	€ 20.000,00	
Ville de Marseille	WP 1 - Coordination, communication and dissemination	Project administration (administrative management) (32 day.man)	A. Personnel	€ 9.442,00	€ 2.360,50	€ 11.802,50	
LIEPPE - Science Po	WP 2 – Design of fossil fuel free and climate adapted futu	Expression of needs about the content of Local Strategic Workforce plans (125 day.man)	A. Personnel	€ 30.000,00	€ 7.500,00	€ 37.500,00	
Ville de Marseille	WP 2 – Design of fossil fuel free and climate adapted futu	Collective design of Marseille's post petrol economy (203 day.man)	A. Personnel	€ 48.674,00	€ 12.168,50	€ 60.842,50	
Cereq	WP 2 – Design of fossil fuel free and climate adapted futu	Collective design of Marseille's post petrol economy (91 day.man)	A. Personnel	€ 29.853,00	€ 7.463,25	€ 37.316,25	
Grenoble Alpes Métropole	WP 2 – Design of fossil fuel free and climate adapted futu	Grenoble's local boosting green workforce strategy (215 day.man)	A. Personnel	€ 56.000,00	€ 14.000,00	€ 70.000,00	
Grenoble Alpes Métropole	WP 2 – Design of fossil fuel free and climate adapted futu	Grenoble's local boosting green workforce strategy	B. Subcontracting	€ 60.000,00	€ -	€ 60.000,00	
ESTP - CMQ Green City	WP 2 – Design of fossil fuel free and climate adapted futu	Dijon local boosting green workforce strategy	B. Subcontracting	€ 30.000,00	€ -	€ 30.000,00	
ESTP - CMQ Green City	WP 2 – Design of fossil fuel free and climate adapted futu	Dijon local boosting green workforce strategy (12 day.man)	A. Personnel	€ 5.000,00	€ 1.250,00	€ 6.250,00	
ALLIES	WP 2 – Design of fossil fuel free and climate adapted futu	Lyon local boosting green workforce strategy (15 day.man)	A. Personnel	€ 4.000,00	€ 1.000,00	€ 5.000,00	
ALLIES	WP 2 – Design of fossil fuel free and climate adapted futu	Lyon local boosting green workforce strategy	B. Subcontracting	€ 57.000,00	€ -	€ 57.000,00	
Ville de Marseille	WP 2 – Design of fossil fuel free and climate adapted futu	Prepare energy-efficient building renovation industry in Marseille	A. Personnel	€ -	€ -	€ -	
Ville de Paris	WP 3 – Promote green jobs	Coordination of various actions to promote employment and training programs in the transition (17,5 day.man)	A. Personnel	€ 6.475,00	€ 1.618,75	€ 8.093,75	
Ville de Paris	WP 3 – Promote green jobs	Coordination of various actions to promote employment and training programs in the transition(videos + communication tools)	B. Subcontracting	€ 41.000,00	€ -	€ 41.000,00	
Métropole de Dijon	WP 3 – Promote green jobs	Skills development course on ecological transition and its professions (97 day.man)	A. Personnel	€ 10.000,00	€ 2.500,00	€ 12.500,00	

Organisation	Work Package	Cost Description	Cost Category	Amount Planned		Indirect costs *(auto-calculated)	Total cost
ESTP - CMQ Green City	WP 3 – Promote green jobs	Skills development course on ecological transition and its professions (249 day.man)	A. Personnel	€	92.500,00	€ 23.125,00	€ 115.625,00
ESTP - CMQ Green City	WP 3 – Promote green jobs	Skills development course on ecological transition and its professions	B. Subcontracting	€	60.000,00	€ -	€ 60.000,00
Grenoble Alpes Métropole	WP 3 – Promote green jobs	Grenoble-Alpes, Career Forum and promotion of transition careers	C3. Other goods, works, and services	€	30.000,00	€ 7.500,00	€ 37.500,00
Grenoble Alpes Métropole	WP 3 – Promote green jobs	Grenoble-Alpes, Career Forum and promotion of transition careers (20 day.man)	A. Personnel	€	5.000,00	€ 1.250,00	€ 6.250,00
ALLIES	WP 3 – Promote green jobs	Lyon's 2025 World Skills heritage (132 day.man)	A. Personnel	€	30.400,00	€ 7.600,00	€ 38.000,00
Régie de quartier Belsunce Noailles	WP 4 – Experiment new approaches of public action	Methodology for professional integration around the issues of soft mobility, short circuits and sustainable food: how to mobilize residents who are far from employment around an action to respond to families' food insecurity (377 day.man)	A. Personnel	€	59.890,50	€ 14.972,63	€ 74.863,13
Paysan Urbain Marseille Mét	WP 4 – Experiment new approaches of public action	Pedagogy deployed on the challenges of ecological transition with young people far from employment to facilitate their professional integration (297 day.man)	A. Personnel	€	60.103,00	€ 15.025,75	€ 75.128,75
Ville de Paris	WP 4 – Experiment new approaches of public action	Promoting the development of training courses (Paris) (44,5 day.man)	A. Personnel	€	16.465,00	€ 4.116,25	€ 20.581,25
ALLIES	WP 4 – Experiment new approaches of public action	Training of employment advisors on ecological transition skills & jobs (40 day.man)	A. Personnel	€	16.000,00	€ 4.000,00	€ 20.000,00
Ville de Lyon	WP 5 – Prepare public employment transformation	Elaboration of an internal Strategic public Workforce plans (Lyon) (24 day.man)	A. Personnel	€	8.149,00	€ 2.037,25	€ 10.186,25
Ville de Lyon	WP 5 – Prepare public employment transformation	Elaboration of an internal Strategic public Workforce plans (Lyon)	B. Subcontracting	€	109.877,00	€ -	€ 109.877,00
Ville de Marseille	WP 5 – Prepare public employment transformation	Elaboration of an internal Strategic public Workforce plans (Marseille)	B. Subcontracting	€	20.000,00	€ -	€ 20.000,00
Grenoble Alpes Métropole	WP 5 – Prepare public employment transformation	Elaboration of an internal Strategic public Workforce plans	B. Subcontracting	€	10.000,00	€ -	€ 10.000,00
Grenoble Alpes Métropole	WP 5 – Prepare public employment transformation	Elaboration of an internal Strategic public Workforce plans (38 day.man)	A. Personnel	€	10.000,00	€ 2.500,00	€ 12.500,00
LIEPPE - Science Po	WP 6 - Monitoring, Evaluation, Learnings and Sensemaking	Advise design of actions (161 day.man)	A. Personnel	€	70.000,00	€ 17.500,00	€ 87.500,00
LIEPPE - Science Po	WP 6 - Monitoring, Evaluation, Learnings and Sensemaking	Monitor, evaluate and disseminate learnings (161,5 day.man)	A. Personnel	€	30.000,00	€ 7.500,00	€ 37.500,00
LIEPPE - Science Po	WP 6 - Monitoring, Evaluation, Learnings and Sensemaking	2 conferences in France, 1 conference Europe, Surveys / evaluations in the 5 french cities	C1. Travel and subsistence	€	8.750,00	€ 2.187,50	€ 10.937,50



Budget summary

By Organisation, by cost category	Planned	Indirect costs	Total cost\$
Ville de Marseille	€ 220.921,00	€ 47.730,25	€ 268.651,25
A. Personnel	€ 171.721,00	€ 42.930,25	€ 214.651,25
C1. Travel and subsistence	€ 3.200,00	€ 800,00	€ 4.000,00
C3. Other goods, works, and sei	€ 16.000,00	€ 4.000,00	€ 20.000,00
B. Subcontracting	€ 30.000,00	€ 0,00	€ 30.000,00
Métropole de Dijon	€ 38.200,00	€ 9.550,00	€ 47.750,00
A. Personnel	€ 35.000,00	€ 8.750,00	€ 43.750,00
C1. Travel and subsistence	€ 3.200,00	€ 800,00	€ 4.000,00
Grenoble Alpes Métropole	€ 199.200,00	€ 32.300,00	€ 231.500,00
A. Personnel	€ 96.000,00	€ 24.000,00	€ 120.000,00
C1. Travel and subsistence	€ 3.200,00	€ 800,00	€ 4.000,00
C3. Other goods, works, and sei	€ 30.000,00	€ 7.500,00	€ 37.500,00
B. Subcontracting	€ 70.000,00	€ 0,00	€ 70.000,00
Ville de Paris	€ 91.990,00	€ 12.747,50	€ 104.737,50
A. Personnel	€ 47.790,00	€ 11.947,50	€ 59.737,50
C1. Travel and subsistence	€ 3.200,00	€ 800,00	€ 4.000,00
B. Subcontracting	€ 41.000,00	€ 0,00	€ 41.000,00
Ville de Lyon	€ 146.175,00	€ 9.074,50	€ 155.249,50
A. Personnel	€ 33.098,00	€ 8.274,50	€ 41.372,50
C1. Travel and subsistence	€ 3.200,00	€ 800,00	€ 4.000,00
B. Subcontracting	€ 109.877,00	€ 0,00	€ 109.877,00
LIEPPE - Science Po	€ 138.750,00	€ 34.687,50	€ 173.437,50
A. Personnel	€ 130.000,00	€ 32.500,00	€ 162.500,00
C1. Travel and subsistence	€ 8.750,00	€ 2.187,50	€ 10.937,50
Cereq	€ 29.853,00	€ 7.463,25	€ 37.316,25
A. Personnel	€ 29.853,00	€ 7.463,25	€ 37.316,25
ESTP - CMQ Green City	€ 187.500,00	€ 24.375,00	€ 211.875,00
A. Personnel	€ 97.500,00	€ 24.375,00	€ 121.875,00
B. Subcontracting	€ 90.000,00	€ 0,00	€ 90.000,00
ALLIES	€ 107.400,00	€ 12.600,00	€ 120.000,00
A. Personnel	€ 50.400,00	€ 12.600,00	€ 63.000,00
B. Subcontracting	€ 57.000,00	€ 0,00	€ 57.000,00
Régie de quartier Belsunce Noailles	€ 59.890,50	€ 14.972,63	€ 74.863,13
A. Personnel	€ 59.890,50	€ 14.972,63	€ 74.863,13
Paysan Urbain Marseille Métropole	€ 60.103,00	€ 15.025,75	€ 75.128,75
A. Personnel	€ 60.103,00	€ 15.025,75	€ 75.128,75
Grand Total	€ 1.279.982,50	€ 220.526,38	€ 1.500.508,88

By Work Package, by cost category	Planned	Indirect costs	Total costs
WP 1 - Coordination, communicatio	€ 264.846,00	€ 63.711,50	€ 328.557,50
A. Personnel	€ 222.846,00	€ 55.711,50	€ 278.557,50
C1. Travel and subsistence	€ 16.000,00	€ 4.000,00	€ 20.000,00
C3. Other goods, works, and sen	€ 16.000,00	€ 4.000,00	€ 20.000,00
B. Subcontracting	€ 10.000,00	€ 0,00	€ 10.000,00
WP 2 – Design of fossil fuel free and	€ 320.527,00	€ 43.381,75	€ 363.908,75
A. Personnel	€ 173.527,00	€ 43.381,75	€ 216.908,75
B. Subcontracting	€ 147.000,00	€ 0,00	€ 147.000,00
WP 3 – Promote green jobs	€ 275.375,00	€ 43.593,75	€ 318.968,75
A. Personnel	€ 144.375,00	€ 36.093,75	€ 180.468,75
C3. Other goods, works, and sen	€ 30.000,00	€ 7.500,00	€ 37.500,00
B. Subcontracting	€ 101.000,00	€ 0,00	€ 101.000,00
WP 4 – Experiment new approaches	€ 152.458,50	€ 38.114,63	€ 190.573,13
A. Personnel	€ 152.458,50	€ 38.114,63	€ 190.573,13
WP 5 – Prepare public employemen	€ 158.026,00	€ 4.537,25	€ 162.563,25
A. Personnel	€ 18.149,00	€ 4.537,25	€ 22.686,25
B. Subcontracting	€ 139.877,00	€ 0,00	€ 139.877,00
WP 6 - Monitoring, Evaluation, Lear	€ 108.750,00	€ 27.187,50	€ 135.937,50
A. Personnel	€ 100.000,00	€ 25.000,00	€ 125.000,00
C1. Travel and subsistence	€ 8.750,00	€ 2.187,50	€ 10.937,50
Grand Total	€ 1.279.982,50	€ 220.526,38	€ 1.500.508,88

By Organisation, by cost category	Planned	Indirect costs	Total cost\$
A. Personnel	€ 811.355,50	€ 202.838,88	€ 1.014.194,38
C1. Travel and subsistence	€ 24.750,00	€ 6.187,50	€ 30.937,50
C3. Other goods, works, and services	€ 46.000,00	€ 11.500,00	€ 57.500,00
B. Subcontracting	€ 397.877,00	€ 0,00	€ 397.877,00
Grand Total	€ 1.279.982,50	€ 220.526,38	€ 1.500.508,88

By Work Package, by Organisation	Planned	Indirect costs	Total costs
WP 1 - Coordination, communication	€ 264.846,00	€ 63.711,50	€ 328.557,50
Ville de Marseille	€ 152.247,00	€ 35.561,75	€ 187.808,75
A. Personnel	€ 123.047,00	€ 30.761,75	€ 153.808,75
C1. Travel and subsistence	€ 3.200,00	€ 800,00	€ 4.000,00
C3. Other goods, works, and se	€ 16.000,00	€ 4.000,00	€ 20.000,00
B. Subcontracting	€ 10.000,00	€ 0,00	€ 10.000,00
Métropole de Dijon	€ 28.200,00	€ 7.050,00	€ 35.250,00
A. Personnel	€ 25.000,00	€ 6.250,00	€ 31.250,00
C1. Travel and subsistence	€ 3.200,00	€ 800,00	€ 4.000,00
Grenoble Alpes Métropole	€ 28.200,00	€ 7.050,00	€ 35.250,00
A. Personnel	€ 25.000,00	€ 6.250,00	€ 31.250,00
C1. Travel and subsistence	€ 3.200,00	€ 800,00	€ 4.000,00
Ville de Paris	€ 28.050,00	€ 7.012,50	€ 35.062,50
A. Personnel	€ 24.850,00	€ 6.212,50	€ 31.062,50
C1. Travel and subsistence	€ 3.200,00	€ 800,00	€ 4.000,00
Ville de Lyon	€ 28.149,00	€ 7.037,25	€ 35.186,25
A. Personnel	€ 24.949,00	€ 6.237,25	€ 31.186,25
C1. Travel and subsistence	€ 3.200,00	€ 800,00	€ 4.000,00
WP 2 – Design of fossil fuel free and c	€ 320.527,00	€ 43.381,75	€ 363.908,75
Ville de Marseille	€ 48.674,00	€ 12.168,50	€ 60.842,50
A. Personnel	€ 48.674,00	€ 12.168,50	€ 60.842,50
Grenoble Alpes Métropole	€ 116.000,00	€ 14.000,00	€ 130.000,00
A. Personnel	€ 56.000,00	€ 14.000,00	€ 70.000,00
B. Subcontracting	€ 60.000,00	€ 0,00	€ 60.000,00
LIEPPE - Science Po	€ 30.000,00	€ 7.500,00	€ 37.500,00
A. Personnel	€ 30.000,00	€ 7.500,00	€ 37.500,00
Cereq	€ 29.853,00	€ 7.463,25	€ 37.316,25
A. Personnel	€ 29.853,00	€ 7.463,25	€ 37.316,25
ESTP - CMQ Green City	€ 35.000,00	€ 1.250,00	€ 36.250,00
A. Personnel	€ 5.000,00	€ 1.250,00	€ 6.250,00
B. Subcontracting	€ 30.000,00	€ 0,00	€ 30.000,00
ALLIES	€ 61.000,00	€ 1.000,00	€ 62.000,00
A. Personnel	€ 4.000,00	€ 1.000,00	€ 5.000,00
B. Subcontracting	€ 57.000,00	€ 0,00	€ 57.000,00
WP 3 – Promote green jobs	€ 275.375,00	€ 43.593,75	€ 318.968,75
Métropole de Dijon	€ 10.000,00	€ 2.500,00	€ 12.500,00
A. Personnel	€ 10.000,00	€ 2.500,00	€ 12.500,00
Grenoble Alpes Métropole	€ 35.000,00	€ 8.750,00	€ 43.750,00
A. Personnel	€ 5.000,00	€ 1.250,00	€ 6.250,00
C3. Other goods, works, and se	€ 30.000,00	€ 7.500,00	€ 37.500,00
Ville de Paris	€ 47.475,00	€ 1.618,75	€ 49.093,75
A. Personnel	€ 6.475,00	€ 1.618,75	€ 8.093,75
B. Subcontracting	€ 41.000,00	€ 0,00	€ 41.000,00
ESTP - CMQ Green City	€ 152.500,00	€ 23.125,00	€ 175.625,00
A. Personnel	€ 92.500,00	€ 23.125,00	€ 115.625,00
B. Subcontracting	€ 60.000,00	€ 0,00	€ 60.000,00
ALLIES	€ 30.400,00	€ 7.600,00	€ 38.000,00
A. Personnel	€ 30.400,00	€ 7.600,00	€ 38.000,00

WP 4 – Experiment new approaches o	€ 152.458,50	€ 38.114,63	€ 190.573,13
Ville de Paris	€ 16.465,00	€ 4.116,25	€ 20.581,25
A. Personnel	€ 16.465,00	€ 4.116,25	€ 20.581,25
ALLIES	€ 16.000,00	€ 4.000,00	€ 20.000,00
A. Personnel	€ 16.000,00	€ 4.000,00	€ 20.000,00
Régie de quartier Belsunce Noaille	€ 59.890,50	€ 14.972,63	€ 74.863,13
A. Personnel	€ 59.890,50	€ 14.972,63	€ 74.863,13
Paysan Urbain Marseille Métropol	€ 60.103,00	€ 15.025,75	€ 75.128,75
A. Personnel	€ 60.103,00	€ 15.025,75	€ 75.128,75
WP 5 – Prepare public employment t	€ 158.026,00	€ 4.537,25	€ 162.563,25
Ville de Marseille	€ 20.000,00	€ 0,00	€ 20.000,00
B. Subcontracting	€ 20.000,00	€ 0,00	€ 20.000,00
Grenoble Alpes Métropole	€ 20.000,00	€ 2.500,00	€ 22.500,00
A. Personnel	€ 10.000,00	€ 2.500,00	€ 12.500,00
B. Subcontracting	€ 10.000,00	€ 0,00	€ 10.000,00
Ville de Lyon	€ 118.026,00	€ 2.037,25	€ 120.063,25
A. Personnel	€ 8.149,00	€ 2.037,25	€ 10.186,25
B. Subcontracting	€ 109.877,00	€ 0,00	€ 109.877,00
WP 6 - Monitoring, Evaluation, Learnii	€ 108.750,00	€ 27.187,50	€ 135.937,50
LIEPPE - Science Po	€ 108.750,00	€ 27.187,50	€ 135.937,50
A. Personnel	€ 100.000,00	€ 25.000,00	€ 125.000,00
C1. Travel and subsistence	€ 8.750,00	€ 2.187,50	€ 10.937,50
Grand Total	€ 1.279.982,50	€ 220.526,38	€ 1.500.508,88



ANNEX 2

Reporting obligations and audited financial statements.

1. Obligation to submit reports

The Lead Beneficiary must submit to Climate-KIC the interim and final technical and financial reports. The relevant forms and templates shall be provided by Climate-KIC three months prior to the report submission deadline. The Lead Beneficiary shall submit the reports on behalf of the consortium of partners listed in Annex 1.

2. Reporting period

The Project has the following 'reporting period':

- RP1: from Month 1 to month 18.

3. Final reports

The Lead Beneficiary must submit the final report within 45 days following the end of the reporting period, RP1.

The final report must include the following:

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

- (i) a description of the work carried out by the Lead Beneficiary and consortium partners in line with the Project described in Annex 1;
- (ii) an overview of achievements and/or outcomes related to objectives (Impact Framework) of the Project, including milestones and deliverables defined in Annex 1;
- (iii) a description of the exploitation and dissemination of the results; and relevant communication activities.
- (iv) Sensemaking and Learning Insights including:

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

B. a 'final financial report' containing:

- (i) a 'final summary financial statement' consolidating the individual financial statements for the whole reporting period

Award Agreement - SGA NZC 101121530



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

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

The individual financial statements of the last reporting period must also detail the receipts of the Project. For the last reporting period: all the receipts should have been declared and paid.

4. Currency for financial statements

Financial statements must be submitted in euro.

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

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

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

5. Language of reports

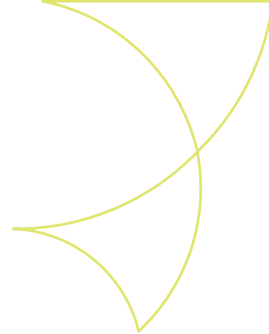
All reports (technical and financial report, including financial statements) must be submitted in English, being the language of the Award Agreement.

6. Bank account.

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

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





ANNEX 3

Cost Eligibility²

Eligible and Ineligible Costs

General conditions for costs to be eligible

‘Eligible costs’ are costs that meet the following criteria:

(a) for actual costs:

(i) they must be actually incurred by the Beneficiary and the consortium partners;

(ii) they must be incurred during the Project term as set out in Article 2,

– with the exception of costs related to Boot Camp attendance and the preparation of the Grant and Consortium Agreements (including refinement process), starting with the issuance date of the decision letter. Only costs specifically linked directly to these activities will be considered eligible, where eligibility is subject to the signature of this Award Agreement. Any other costs incurred before the project start will remain subject to the standard eligibility rules under Horizon Europe and will be rejected during the reporting stage.

– with the exception of costs relating to the submission of the periodic report for the last reporting period and the final report;

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

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

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

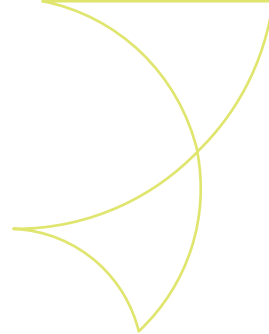
(vi) they must comply with the applicable national law on taxes, labour and social security, and

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

(b) for unit costs:

² Eligibility of costs guidelines are provided in article 6 of the Horizon Europe Model Annotated Grant Agreement.





(i) they must be calculated as follows:

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

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

- the units must be actually used or produced in the Project term as set out in Article 2;
- the units must be necessary for implementing the Project or produced by it, and
- the number of units must be identifiable and verifiable, in particular supported by records and documentation);

Specific conditions for costs to be eligible.

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

A. Direct personnel costs.

B. Direct costs of subcontracting – no subject to indirect cost.

C. Purchase Costs

C.1 Travel and subsistence

C.2 Equipment

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

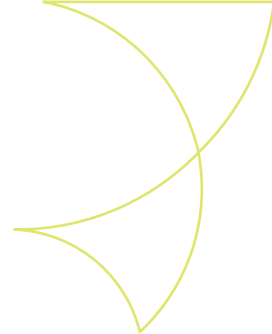
D. Other cost categories (internally invoices goods & services) – not subject to indirect cost.

E. Indirect costs.

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

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





ATTACHMENT

Bank account details for payment.

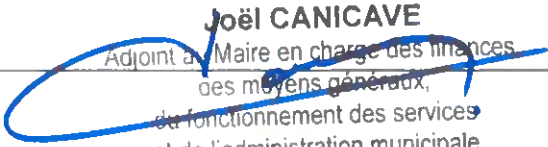




Financial details Questionnaire

Instructions

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

ORGANISATION DETAILS	
Name of the City in English	Marseille
Description of Goods/Services to be Provided	Enabling City Transformation FSA/FSTP under NZC-SGA-HE-202406 (SGA NZC 101121530)
VAT number (if applicable)	
Currency Code	EUR
Head Office Street Address	Quai du Port
Head Office Town or City	Marseille
Head Office Post or Zip Code	13233 Marseille CEDEX 20
Head Office Country	France
Telephone	0033491551165
Email Address	cspaeth@marseille.fr
BANK DETAILS	
Name on Account (exactly as shown on bank statement)	Trésorerie de Marseille Mun. et Métropole AMP
Bank Account Number	30001 00512 C13000000000 02
IBAN No	FR09 3000 1005 12C1 3000 0000 002
Swift Code/BIC	BDFEFRPPCCT
Name of Bank (e.g., HSBC, ING)	Banque de France
Bank Street Address	1, Rue la Vrillière
Bank Town or City	Paris
Bank Post or Zip Code	75001
Bank Country	France
Signature	 Joël CANICAVE Adjoint au Maire en charge des finances des moyens généraux, du fonctionnement des services et de l'administration municipale



TRÉSOR PUBLIC

DIRECTION GÉNÉRALE DE LA COMPTABILITÉ PUBLIQUE

RECETTE DES FINANCES DE MARSEILLE-MUNICIPALE

BP 03

33A, RUE MONTGRAND

13251 MARSEILLE CEDEX 20

Marseille, le 29 MARS 2011

Affaire suivie par

Téléphone : 04.91.14.02.05.00

Télécopie : 04.91.14.02.01

Carole.hayes@dgifp.finances.gouv.fr

BANQUE DE FRANCE

RC PARIS B 572104891

Relevé d'identité bancaire

TITULAIRE : RECETTE DES FINANCES MARS MUNICIPALE

DOMICILIATION : BDF MARSEILLE

Identification nationale (RIB)

CODE BANQUE	CODE GUICHET	N°COMPTE	CLE RIB
30001	00512	C130 0000000	02

IBAN **FR09 3000 1005 12C1 3000 0000 002**

(BIC) **BDFEFRPPCCT**

Identification internationale

IBAN **FR42 3000 1005 1200 00H0 5001 849**

Identifiant Swift de la BDF (BIC) **BDFEFRPPXXX**

N° SIRET 171 302 110 001 91

91/91