



**ICCA2019**

Collaboration  
for Climate Action

Heidelberg Outcomes:

Collaborative Climate Action  
lessons, levers, practical examples



## The case for Collaborative Climate Action

Collaborative Climate Action across different government levels, sectors and stakeholder groups is key to achieving the urgently needed transformation towards sustainable and greenhouse gas neutral economies and societies. Transforming structures, patterns of usage, density, transport and mobility systems, developing circular economies, and achieving behaviour change among citizens requires including all relevant actors, engaging in longer-term, transparent and foreseeable planning processes, fostering a culture of mutual respect, openness to learning and change, and overcoming fear and scepticism. Collaborative Climate Action needs leadership that balances direction, inclusion and service.

Collaborative Climate Action means to communicate, coordinate and cooperate across levels, sectors, and stakeholder groups. It enables a systemic, holistic approach to transformation. It combines the diversity of everybody's expertise, innovation potentials, and resources, thus multiplying the impacts of individual efforts. It can indeed be the critical transformative leverage for realising ever more ambitious climate action – NDCs and long-term strategies – that delivers on the Paris Agreement's goals.

## Transformation is possible!

At the International Conference on Climate Action (ICCA2019) and the interlinked Climate Neighbourhoods in Heidelberg, Germany, on 22 and 23 May 2019, leaders and experts from national and subnational governments and international organisations, initiatives and networks as well as youth from all over the world came together. Participants shared their knowledge and experiences in climate action in in-depth and cross-level discussions. In the spirit of ambition and partnership, they identified transformative strategies in a range of sectors, factors of success and failure, methods for replication as well as scaling and speeding up climate action through enhanced coordination and cooperation.

Regions, cities and towns are at the core of a dynamic global movement for transformation. With their economic and innovative power as well as their engagement with citizens and stakeholders, subnational actors can develop and shape low-emission economic practices and resilient infrastructures as well as social systems and lifestyles. At the same time, decisive leadership and strong support of national governments is essential to unleash the full transformative potential of cities and subnational actors.

ICCA2019 served as a milestone towards the UN Climate Action Summit in September 2019 and offered a platform to develop further initiatives in this regard. The participants of ICCA2019, of the Climate Neighbourhoods and the surrounding events sent a clear message that Collaborative Climate Action can drive ambition and trigger transformation to counter the climate crisis quickly, fairly, and effectively.

The Partnership Declaration on Collaborative Climate Action was launched and endorsed by all levels of government at ICCA2019. The declaration articulates shared views and guiding principles as well as priorities for action that help to unlock the potential of Collaborative Climate Action for implementing the Paris Agreement.

To achieve the transformation toward a low carbon society, participants favoured different transformation strategies, based on diverse backgrounds, perspectives and fields of knowledge. In part, such debates reflect the different roles, responsibilities and options that various actors have. The challenge, and the opportunity, of Collaborative Climate Action are to put this diversity to effective use in response to the climate crisis.

ICCA2019 reached a broad consensus that together we can limit global warming to 1.5 degrees: jointly, we can achieve the Sustainable Development Goals of the 2030 Agenda. We have the scientific knowledge, the technological, economic and social innovations, and the resources to implement the Paris Agreement and the 2030 Agenda for Sustainable Development. **The transformation towards low carbon societies and economies is possible!**

### About Heidelberg Outcomes

The Heidelberg Outcomes reflect the diversity of experiences, approaches and opinions presented and discussed in the clusters and workshops at ICCA2019, the Climate Neighbourhoods, and the Youth Climate Summit. The Heidelberg Outcomes were developed by a drafting team representing the ICCA2019 Co-hosts, the Climate Neighbourhoods, the Youth Climate Summit, as well as global networks. The goal was not to produce a consensus document but to highlight crucial learnings and recommendations, and to share the diversity of views of different levels, sectors and stakeholders from around the globe.

#### Conference sessions and workshops focussed on topics such as:

- Energy transition; mobility; planning and building; resilience and adaptation; production and consumption; climate action plans; supporting Collaborative Climate Action; and good practice for climate action in Baden-Württemberg; and various aspects of finance and governance (at ICCA2019);
- Structures (regional supporters; local climate action plans; standards and guidelines; municipal / public economics); participation and mobilization (reaching new target groups, exchange and networking, just transition, visibility, transition movement, collaborative action), and funding approaches (public private partnerships, cooperatives) for upscaling (at Climate Neighbourhoods); and
- System change; climate justice and adaptation; urban planning, energy efficiency, renewable energies; as well as land use, food and biodiversity (at Youth Climate Summit).

The Heidelberg Outcomes synthesise the discussions and responses to three key questions and do not necessarily represent the opinion of the three co-hosts:

- **What works and why?** Lessons learned and success factors of Collaborative Climate Action.
- **Why doesn't it work?** Barriers to Collaborative Climate Action.
- **What's the leverage?** Factors that enable replication, scaling and speeding up of Collaborative Climate Action.

Workshops discussed knowledge relevant to these questions, many shared examples of success, of barriers, of leverage for scaling. Not all workshops addressed all questions. In many cases, the answers overlap considerably.



## I. What Works, and Why?

### Lessons Learned and Success Factors of Collaborative Climate Action

Many examples of good practice of Collaborative Climate Action were shared at ICCA2019. Individual cases have not been included here but main lessons learned from these experiences are summarized below. However, it is safe to say that no country, no region, and no city has fully figured out yet how to go about the necessary transformation. Everybody needs to continue learning, and Collaborative Climate Action (CCA) provides important opportunities to do so.

#### **Urban transformation as an opportunity**

Transforming cities is the single most effective tool countries have to transform their economies, create jobs and improve the quality of life of its citizens. Research demonstrates this, including the 2018 Special Report on Global Warming of 1.5°, published by the Intergovernmental Panel on Climate Change (IPCC). More than half of the global population lives in urban areas, and cities are responsible for more than 70 percent of energy-related greenhouse gas emissions. Without transforming the cities, there is no chance to successfully respond to the climate crisis. National governments have a unique and critical role in low-carbon (urban) development. National urban policies enable a systematic approach to transforming cities, particularly if they are developed in inclusive, gender-balanced, multi-level, multi-stakeholder processes.

Local governments have increasingly used their legislative and purchasing power to implement change in their own operations and in the wider community. These transformations help decarbonising economies, and are usually accompanied by innovations in local governance and intensified citizen involvement.

The rapid, ongoing urbanization can be an opportunity. It can be shaped in such ways as to promote the transformation to low-carbon, circular economies; to foster equity and inclusion; and to advance economic productivity, health, and safety. Focusing on new collaborations, co-creation of climate change measures and solutions can also make it an opportunity to tackle other societal and economic issues.

#### **Integrating different levels of government**

Effective Collaborative Climate Action activates and uses the comparative strengths of different levels of government (and other stakeholders) and establishes effective mechanisms and incentives for coordination and collaborative action between them, mutually reinforcing ambition and accelerating action:

- Cities and regions can be testing grounds for innovations, including via the ‘cutting-edge’ potential of start-ups and digital solutions, while national governments enable and support innovation, and then roll out what works.
- Municipalities can help increasing ambition, operating much closer to their citizens and being able to communicate people’s readiness for transformation to regional and national governments.
- CCA incentivizes, supports and ensures (mutual) accountability.
- National governments can set priorities and communicate a strong, clear vision that helps progressive actors at local and regional level.
- Cities are more likely to take climate action if there are robust and consistent climate policies in their regions. National and regional strategies can provide strong supportive policy frameworks, create incentive systems, and provide financial resources for all elements of the climate-friendly transformation.

### **Building blocks of Collaborative Climate Action**

Cities and towns all have their own, unique character. Hence, all urban transformation processes will be unique, and many solutions as well. However, the processes towards identifying and implementing these solutions should follow shared principles of inclusiveness, commitment, fairness, sharing of benefits, and procedural justice.

Building blocks of CCA include, but are not limited to:

- Shared vision, goals and objectives;
- Robust institutional structures, mechanisms and policy processes like strong legislation; mechanisms for intra-governmental coordination; policy coherence; clarity about budgetary decision-making; and transparent, predictable and inclusive participatory policy processes;
- Trust among collaborating partners based on high quality interactions, as well as taking the time to get to know each other and each other's expertise, perspectives, and constituencies;
- Resources to match mandates at all levels; fiscal transfers and access to finance; political credit to be shared;
- Engagement and pro-active integration of NGOs, transnational networks and partner organisations;
- Engagement of the private sector, e.g. architects, planners and developers, as well as private banks and investors;
- Critical capacities like research and development, learning and innovation;
- Support services, capacity building, training, coaching and mentoring for collaboration.

### **Mainstreaming Climate Action**

Successful climate action depends on the coherence of policies, goals and targets across different levels and sectors as well as corresponding financing instruments, vertically and horizontally. Climate frameworks need to be an integral part of all policy making, including best climate standards and technologies in areas such as energy, building, transport, waste, agriculture, spatial development, and education.

Some countries and regions have introduced general laws on climate change, e.g. in order to enforce climate action and to set a legally binding basis for reaching climate targets. In many cases, these laws also include mandates to establish regional coordinating bodies to facilitate climate action; authorize local taxes or subsidies to incentivize climate action; and/or ensure that sectoral policies take into consideration the necessities and contributions of subnational authorities to deliver on climate action ('climate mainstreaming'). Moreover, specific climate action plans and strategies are often deduced from the general laws or acts.

Developing general laws on climate change can work well when done through a nationwide consultation process. It can result in a significantly strengthened NDC, with strong co-ownership by local actors increasing the likelihood of successful implementation.

Climate mainstreaming also helps to move from projects and project funding cycles to firmly establishing new and long-term practices.

Environmental reviews of municipal projects and new plans by the national and regional levels, based on enhanced standards, can work to improve projects and planning, particularly when coupled with making necessary capacities and resources available to local governments.

Urban planning plays a key role in laying out and organising cities in such a way that they focus around people; e.g. that people are less dependent on car travel (integrated residential/professional/commercial neighbourhoods where everything is within easy walking and cycling distance, well connected by public transport). Good planning processes also help to integrate important requirements for climate adaptation such as cross-ventilation, or preservation and expansion of green and blue infrastructure.

In many cases, building codes need to be reviewed in order to increase standards of energy efficiency, climate resilience and buildings' contributions to adaptation. Building labels and public data bases of energy efficiency can help provide more transparency, and 'building passports' can be used to plan future renovations of buildings.

### **Governance structures and processes**

National multi-stakeholder coalitions and platforms for developing and implementing NDCs can help with outreach and building public awareness; they can support learning; and create a unified advocacy voice to accelerate transformation. National participatory processes help to co-design how to implement the legislation, as well joint monitoring and evaluation. By involving a variety of actors, projects and initiatives can also be protected, thus making them transcend political administrations and escape the "election term trap".

Furthermore, regional environmental commissions can help integrate climate in all policy making, and to engage subnational stakeholders and match the local and regional needs. Dedicated, cross-sectoral offices for climate action can be established to pursue these tasks.

Promoting consistent development across municipalities works when coordinating and balancing the different municipal capacities through proper governance structures, especially in metropolitan areas.

Among governments at local, regional and national levels, regular policy dialogues and exchange of experiences as well as co-creation of support programmes can provide opportunities for Collaborative Climate Action and build the base for more.

### **The role of financial and economic incentives and subsidies**

Examples from various sectors show how financial incentives and subsidies provide opportunities to people and institutions that otherwise wouldn't be willing or able to implement climate mitigation measures: They can help to re-densify in already built areas, invest in infill development, develop in selected areas of interest, or build green roofs and local water systems.

Governments at all levels can create "eco-business" programmes with consulting and certification services for private companies for reducing their environmental impact. Improving collaboration with corporate partners is also key to bringing their influence into supply chains and networks to scale low carbon solutions. National and regional governments can make the supply of funding support for transportation contingent on local governments making efforts to maintain or increase density rather than allow spatial expansion.

Providing cheap and well-connected public transport can render car use unnecessary (while taking away free parking and introducing city centre tolls can make driving less attractive).

### **Funding schemes and support programmes**

Financial support schemes including concessional loans and grants can support financing infrastructure such as green building, bicycle paths, public transport development, singular energy-saving measures and switching to renewable energy use. Few governments have broad, comprehensive support programmes but exchange of experiences and ideas can help to expand and improve schemes around the world.

National governments can develop programmes that provide targeted support to subnational actors as well as citizens and other actors, combining financing, services, capacity building, and support for human resources such as local energy or climate managers. These can be combined with regional mechanisms so as to create a comprehensive support environment: cities applying for financial assistance should have access to different financing streams and capacity building from different programmes, countries, and agencies at different levels – from subnational to global. Creating such comprehensive support is best done in close consultation across levels so that national and international targets can be aligned with local requirements.

### **Working with the finance sector**

Private sector investors are seeking investments in emerging markets because of higher yields but also as part of a growing trend towards sustainable and impact investments. Private sector investments in emerging countries often work in the context of partnerships with international platforms and organisations and thus when projects and related risks are better understood and mitigated. Project preparation facilities can play a crucial role in linking all actors including city administrations and their demands.

‘Blended finance’ is the use of catalytic capital from public or philanthropic sources to mobilize additional investment, particularly from the private sector, in developing and emerging countries. This catalytic effect unfolds when private sector investors, finance institutions and development agencies cooperate in blended finance structures to scale up commercial financing for sustainable development and climate action, where each actor takes on a risk-return profile that is acceptable to them while concurrently achieving their objective. To set up such blended finance structures typically requires a grant component and support to climate action at an early stage.

Funding policies of investment banks like limiting financing to 50% triggers collaboration with other donors and agencies. Private financial institutions can develop sustainable investment products and enable access to long-term financing from institutional investors, such as pension funds and insurance companies, etc. Alignment across levels of government through vertically integrated investment planning and climate policies can pave the way for greater ambition and action regarding the sound implementation of NDCs. Vertical Integration is an iterative process along the whole cycle of design, planning, and implementation of NDCs by which legal frameworks, public policies, regulations, action plans, and public and private investments ought to be aligned. Involving local communities in collaborative financial planning can help them articulate their priorities and preferences.

### **Strengthening municipal economies**

Strong own public companies that provide basic services like energy, water, waste management and housing are able to deliver high climate, environmental and social standards. They can operate close to citizens, and can be strategic and trusted partners in municipal climate action. Experience shows the creative and innovative potential of municipally owned companies, i.e. towards energy efficiency and local

renewables. Similarly, cooperative enterprises owned by local citizens can deliver sustainable solutions. National legislation can drive local climate action by supporting the development of local economic structures, depending, however, on the respective national context. Aggregating several municipalities (e.g. counties, regions) can help address capacity challenges in the case of small municipalities.

### **Capacity Building, Learning and networks**

A continuous learning approach has proved to work best, as it enables all people involved to adapt to new circumstances and manage the stages of project cycles – planning, implementing, tracking, reviewing, and so forth. Including all stakeholders as well as beneficiaries at all stages is key.

Exchange of experiences is extremely useful among different spheres of government, private sector, civil society and other stakeholders, horizontally and vertically, or in international partnerships. Learning networks offer safe and trustful spaces for exchange. Numerous examples show the effectiveness of learning networks that can trigger innovation, spread best practice, increase ambition, and significantly reduce transaction costs of climate action. It is important to note that we are not starting from zero but can build on existing solutions and experiences.

International groups, networks and partnerships among cities and regions are very important, and in so many ways: they help build capacity and political will, they shape thinking and debates. Networking can help to change minds towards transformation. They also help cities and regions to engage in climate action even if their national / federal government isn't. And they help keeping subnational actors engaged even if a federal government disengages from climate action.

Capacity building, training, education is needed so that people can indeed take effective action. Professional career programmes can be developed and adapted to foster sustainable infrastructure design, operations and maintenance. Capacity building and training for public servants working on the ground with communities can be developed together with national and regional governments. Some participants noted that including risk analysis and risk management in planning and development is another increasingly important aspect of capacity building. School and university curricula should be restructured so as to give teachers enough time to cover the climate crisis and its implications as a core part of education rather than having to fit it in additionally.

### **Advocacy for Climate Action**

It is often said how critical it is to mobilise regional and local governments and actors for climate action. However, participants noted that sometimes it is more important to mobilise the national level, as others are already engaged. All levels need to be active in order to succeed and raise ambition – all roles and contributions are equally important.

There was broad consensus that awareness raising among stakeholders, politicians, administrative employees, citizens is important at all levels. It plays a crucial role in behaviour change. It can mobilize people who, in turn, may act as multipliers and build up pressure on decision makers.

### **A people centred approach**

Transformation and collaboration is about people: A people centred approach is key, working with civil society and citizens. Many examples show how effective this is with regard to planning, infrastructure, climate change adaptation, consumer behaviour,



and so on. Governments can provide leadership by articulating a vision focused on promoting the quality of life. Ensuring a just transition is paramount – especially concerning the already existing disparities between rural and urban landscapes.

Small, local projects were regarded as important, particularly among participants at Climate Neighbourhoods. When looking for locally specific solutions, small projects may be more suitable than big ones. Small scale solutions can often more easily be replicated and it is helpful to present them in a simple, cookbook-style manner.

### **Broader societal transformation**

The climate-friendly transition towards low carbon, sustainable and resilient societies and economies is underway, but not rapid enough. Some participants argued that all actors and all levels of government will have to undergo fundamental changes concerning not only their role and functioning, but also their routine practices and attitudes. There were discussions about a broader societal transformation, initiated by conversations about carbon pricing, the question of market mechanisms, and of economic growth.

There was a debate if rectifying wrong pricing mechanisms (including not only carbon pricing but also a shift from taxing labour to taxing resource use), accomplishing a circular economy within the current economic system (decoupling growth from resources, and wellbeing from resource use) and the current notion of sustainable development are sufficient for realising the necessary climate-friendly transformation within the framework of a just transition (including combatting extreme scarcity and poverty as well as upgrading informal settlements).

Some colleagues, especially from community-led initiatives and transition networks, argued that the current economic growth paradigm and climate mitigation are not compatible, referring to research originating inside and outside ‘mainstream’ academic institutions and (inter-) governmental advisory panels. The need to develop post-growth thinking and development was highlighted. However, it was clear that there are many open questions in this debate, including about the social consequences of different options.

The discourse on the need for fundamental transformation has also been identified as essential in the 2030 Agenda for Sustainable Development and the Sustainable Development Goals. Realizing the SDGs may also include cultural transformation – which can include reflection and review of the values that are promoted in our societies, re-establishing connection to traditional values, (re)developing less materialistic lifestyles that will be healthier for the planet and people.



## **II. Why doesn't it work? Barriers to Collaborative Climate Action**

The biggest barrier identified towards effective CCA is a lack of communication and coordination between different government levels, as well as with stakeholders and citizens, which impedes integration and limits the effectiveness of climate policy and action.

### **A lack of coherence**

A lack of coherent policy frameworks that anchor climate impact as a key issue and criterion across levels and sectors is an enormous barrier.

The lack of a comprehensive, systemic approach also sometimes leads to several actors (e.g. local, national entities, donors) working on the same issue but with different agendas. There is poorly planned growth and unregulated construction, often exacerbated by climate change, in areas with rapid urban expansion and development pressures.

Administrative silos can create (horizontal) barriers at all levels: split government responsibilities regarding, for example, water, land-use, disaster risk reduction, decentralisation, education, and so on lead to side-by-side operations, sometimes competing and hindering respective projects' success, and missing out on the potential benefits of collaboration. It is (or seems) often much easier to get things done and collaborate vertically within a topical government silo than when approaching issues in an integrated (i.e. cross-departmental) manner.

In some cases, efforts at the regional level, like introducing higher environmental standards, might not be supported at the national level or even be contradicted. Another example is how without internalising environmental costs, market prices often don't support desired choices by consumers and whole sectors like building.

Regional and local decision makers often lack the authority to regulate as regards sustainable infrastructure, clean mobility, and other necessary pieces of the transformation. Limits of jurisdictions and authorities of cities and regions can limit climate action significantly. There was discussion about autonomy and mandates: Although expanded autonomy of subnational actors would be desirable, climate action may be defined as a mandated task for local and regional governments, associated with the necessary financial resources.

At the local level, effectively using procurement to mandate sustainable purchasing of goods and services is much less common than it could be. Cities should pass mandatory sustainable procurement policies rather than use voluntary approaches. In addition, more monitoring needs to be put in place on products and the procurement process.

### **Convincing people**

When discussing communication, collaboration, coherence, and mainstreaming, the focus often lies on providing resources and building capacities. However, some participants asked if people really want to communicate and collaborate? Sometimes, that may not be the case. Many individuals and organisations have (sometimes even good, understandable) reasons to not collaborate, ranging from a lack of social skills in individuals and a lack of trust between levels and stakeholders to institutional rules and budgets and cultural differences between silos and sectors. Sometimes, people will pretend that they do collaborate while they are actually not.

Sometimes people assume that introducing stricter climate guidelines, especially for buildings and construction, can harm their area's economic growth. Local communities may be opposed to transformative measures, e.g. to clean mobility. In addition, people often want measures to be taken, but not in close vicinity to their homes or work places (also known as 'NIMBY: *Not In My Back Yard*'). However, when citizens see the benefits – like efficiency of public transport, clean air, and reduced transport fares – they often become supportive.

Some participants argued that those working on climate are still too much in their 'bubble'. Citizens, politicians and public servants still lack awareness and expertise. Climate champions are often not well known, or not via the media that spread the information effectively.

Barriers include furthermore:

- Communication, participation and collaboration are time intensive, especially beyond 'bubbles' and siloes. Many public sector institutions and NGOs do not have the resources required. Often, Collaborative Climate Action processes rely on highly dedicated individuals since organizational capacities are still mostly allocated to traditional tasks. Health risks from exhaustion and even burn-out need to be avoided.
- Some of the benefits of collaboration become evident only in the longer term, and may initially appear to be at the expense of short-term achievement. Hence, collaboration needs patience and building trust over time. It is also a non-linear process in which unforeseen risks and opportunities can emerge along the way, again creating challenges and barriers.
- Different world views and paradigms as bases of different actors' understandings of the world, of climate action, and of everybody's roles and responsibilities, it takes time to understand where others are coming from;
- Power differences, manifesting in different degrees of influence on designing the process, on substantive matters, and on decision-making;
- Different organisational cultures, including different operating procedures and rules; incentive systems; speed of decision-making and implementation; terms and language used; relating to partners, users and beneficiaries, etc.;
- A misconception of local actors, women, so-called vulnerable groups and partners from the Global South as aid receivers, not as agents of change.
- Creating inclusive collaborative processes requires time and commitment from everyone involved, and above all, openness to work with unlikely allies.

### **Financing gaps**

Capacity gaps with regard to accounting and implementing climate-related projects as well as financing/funding gaps hinder implementing NDCs and the Paris Agreement worldwide. Bringing finance demand and supply together at the local level enhances the overall development and implementation of national and global agendas. Yet, there is a lack of bankable projects and a lack of mobilization of private capital in particular.

Project preparation led by municipal and local authorities too often does not fulfil the demanded quality and the financial resources primed for investments are too rarely channelled to urban or smaller projects. There is insufficient in-country support for early stage project preparation and for developing viable business models for investment.

In addition, many municipalities and cities cannot access (international) financing due to a lack of fiscal autonomy, poor creditworthiness or underdeveloped capital markets for local government borrowing. Hence, banks often cannot provide direct financing to municipalities but depend on the national level to intermediate financing and/or provide a sufficient amount of sovereign guarantees.

High upfront capital needs and long-term return schemes also create difficulties for investors. In addition, private sector banks work at much greater speed, and cumbersome public administrations and their complex processes complicate cooperation.

Private sector entities are risk averse and face challenges in understanding the dynamics in local markets especially in developing and emerging countries. Problems potentially occur when, for example, local government changes or responsible departments are not sufficiently coordinating activities, and when data is not available for investors or city administrations act not transparent enough.

Often, there are high transaction costs for accessing grants and a perceived “jungle” of funding opportunities that local governments, initiatives or small NGOs find very difficult to navigate and access.

### **Predominance of innovation supply**

Using competitive calls and other measures to trigger innovation can lead to a predominance of innovation supply: A plethora of research projects, technologies and products are looking for funding and customers or investors to sell to. Such a supply-oriented approach to innovation runs the risk of having a bias towards discrete, single-point solutions of an incremental nature rather than systemic change and will likely not address climate change at the speed and scale we need. In addition, innovations can quickly become ineffective when rebound effects counteract potential emission reductions.

Gaps in data and information create barriers, availability and quality of necessary information is often low. The lack of access to data and capacity of turning data into easy-to-use information is a significant barrier to effective climate action.



## **III. What's the leverage?**

### **Replicating, Scaling and Speeding up Collaborative Climate Action**

In order to put the vertical and horizontal integration of climate action into practice, all levels of government and a wide range of actors need to take part in the design, planning and implementation of energy and climate policies. Participants discussed how important these collaborative processes are in relation to their ambitions and targets: Collaborative processes can determine whether all necessary actors can be mobilised and define whether a broad consensus is possible. And they help generate the capacity for mutual understanding that enables collective action. Horizontal integration, i.e. mainstreaming climate issues into all administrative departments, and improving vertical integration planning processes is key. This should include formulating clear potentials and goals for municipal actors in national climate protection action, and systematically support the engagement of small municipalities.

### **Engagement and participation**

Everybody needs to engage, and everybody needs to get a chance to do so. Scaling Collaborative Climate Action will be helped by governments at all levels pro-actively reaching out to citizens and stakeholders, including beyond those hitherto involved in climate action – for example, health care professionals, teachers, business and union leaders, professional associations, youth, children and parents associations, religious groups, artists, bloggers, among others. Outreach and communication should use all available channels, including promoting champions, and storytelling that conveys positive and inspiring messages.

Participants discussed that meaningful participation generates ownership and increases the likelihood of successful implementation. It also allows learning from everybody involved. Finding relevant local knowledge is possible when people are engaged, including traditional or indigenous practices. The quality of people's interactions co-determines the quality of the outcomes that can be achieved, and the likelihood of implementation of such outcomes. Some felt that it is unrealistic to expect to achieve new, different, or better outcomes while continuing to follow the same processes.

Well-functioning Collaborative Climate Action initiatives can serve as platforms for negotiation among stakeholders of different interests. They can also become the bases for implementing transformation strategies even against resistance of stakeholder opposing change.

Collaborative action offers a way to combine complementary capabilities to address complexities. Working in collaboration across levels, sectors and stakeholders supports taking a whole system view. It brings together different disciplines and perspectives that focus on a variety of transformation strategies. Making the right to a healthy and mostly unharmed environment a human right and making sure there are serious consequences upon violation was also discussed as a powerful intervention to scale climate action.

### **The role of the different levels of government**

Federal governments should support regional and local levels through clear frameworks and financial support; but should never limit the ambition of regions and cities. The key is to let every level do what they can do best. Bold leadership of countries needs to empower cities – but local or regional standards also influence national policy-making and incentivize national standards.

Subnational actors at the heart of the Nationally Determined Contributions (NDCs): NDCs become effective and attainable by integrating the regional and local level in their development and implementation. Being truly inclusive also ensures that there is a chance to achieve a just transition. This means to develop and implement NDCs as part of the SDG process and the 2030 Agenda for Sustainable Development: ‘doing the NDCs the SDG way’.

The NDC revision process should be used to include the sub-national level, and it was suggested to include Locally (and Regionally) Determined Contributions in the Paris process.

Climate mitigation and adaptation needs to be enshrined in international, national, regional and local policy frameworks, and in national legislation in such ways that makes climate impact a predominant criterion, including vis-à-vis economic efficiency and profitability.

Some participants felt that governments and other actors at national level needs to learn much more about what citizens are thinking and what they willing to do, and what not. There is need and desire not necessarily for more, but for different dialogue among governments, stakeholders and citizens in general. Regular stakeholder fora and platforms can provide spaces for different opinions and suggestions to be shared – with face-to-face dialogue at eye level, frank exchange, and discussions about concrete ideas and practical steps.

Networks of subnational actors are effective scaling mechanisms as they facilitate sharing of good practice and latest innovations among local and regional governments throughout the world. Meeting role models and sharing experiences are crucial for upscaling, and also in order to convince more municipalities and actors to take action.

### Scaling and speeding up

Collaborative Climate Action is a lever for replication, scaling, and speeding up. Yet it is expensive – in terms of money, time and ‘nerves’. It needs to be really worth it to justify the investment, i.e., when it helps accelerate the implementation of goals; reduces inefficiencies; creates innovation; spurs ambition; and builds capacities for transformation. Then it enhances the scale and pace of transformation.

Scaling collaboration will require creating incentives and conditions that allow and enable people to engage and build the capacity of organisations and systems to incentivise, encourage and institutionalise partnerships. Collaboration needs to be rewarded. It needs to be part of organisational remits and structures and people’s job descriptions and performance indicators. It needs to be associated with reputation, power, and significant resources. It needs to include spaces and procedures that allow to address issues of power differences and negotiate distributional conflicts in such ways that build shared understanding, common goals and trust as well as ensures procedural justice.

At Climate Neighbourhoods, discussions concluded that establishing support mechanisms for collaboration, transition movements and networks includes creating safe spaces for collaboration, education and empowerment; committing to public-civil partnerships and collaboration; and making available suitable funding mechanisms that do not lock initiatives into funding cycles, provide coaching and mentoring for project teams, and allow learning and changing of initiatives as they unfold.

Support programmes and structures at national and regional level that effectively complement each other are crucial, including to ensure a just transition. Guidance for local governments is necessary, i.e. how to engage stakeholders, how to develop climate action plans, solutions hubs, pools of experts, solid and long-term networks, etc. Closer coordination between institutions of higher education and the private sector, coordinated by local, regional and national governments, can prepare young people for new career paths in climate-friendly business areas (e.g. a circular economy) and other fields of work.

International development partners need to coordinate with all local partners and amongst themselves to enable truly systemic approaches and enhance impact, overcome duplication or worse, undermining – of efforts.

## 7 STEPS FOR SCALING UP

The Climate Neighbourhoods have further identified the following “7 Steps For Scaling Up”:

- **Make good practices visible:** Promotion of existing platforms showcasing existing solutions in easily accessible ways, using easy language;
- **Bring in expertise in scaling-up processes:** development of consulting structures to support the promotion, implementation and scaling processes, as appropriate in respective regional circumstances;
- **Cookbook-Style:** Standardisation brings clarity and transparency. Together developing criteria for assessing high quality solutions (level of activity and engagement; CO2 emission reductions; improvement regarding climate change consequences; social justice and acceptance; cost reduction, etc.);

- **Knowledge Sharing and Collaboration:** Using existing networks with trustful relationships and building new sustainable networks, to use the power of networks! Demonstrating that key actors can be motivated and engaged for achieving successful implementation. Therefore, we need time, capacities and priorities for eye level communication in safe spaces, including all actors at the same table. Communication is key.
- **Governance models:** Showing which framework conditions are necessary and helpful at national, regional and local levels (e.g. regulation, legal obligations, smart funding opportunities, service-orientation at all of governance levels, long term perspectives for stakeholders etc.); using pressure (protests can have an effect);
- **Funding approaches:** Showing which funding approaches are useful and possible (connecting divestment with reinvestment possibilities, using consumer-oriented funding approaches like cooperatives etc.)
- **Moving outside the bubble:** Including civil society intensely and seriously so that solutions can be designed to fit people's needs, and people feel motivated to engage. Breaking up silos and enabling trans- and interdisciplinary collaboration and broader coalitions, including bringing the private sector, technology and IT companies, bio-engineers, farmers, health professionals and educators into the debate on climate action. Climate solutions are interlinked with solutions to poverty reduction, to food issues, to energy systems, etc.; talking about facts and failure!

### **Financing Collaborative Climate Action**

The private sector can provide better financing conditions for sustainable buildings, for example banks giving favourable interest rates to sustainable project ideas; or municipalities making land available to sustainable businesses and community projects at lower prices.

Joint guarantee structures for green investments can be created by international/development finance institutions which helps to narrow the gap between real and perceived risks. Governments can assure confidence for investments by establishing and enforcing standards. Through blended finance mechanisms, investments can be leveraged to enable climate action impacts while mitigating financial risks for the private sector.

National Adaptation Plans (NAPs) are a great opportunity to scale up investment planning. NAPs should identify programmatic ideas, costing of projects and programmes and possible sources of funding. The United Nations Framework Convention on Climate Change (UNFCCC) could develop supplementary guidance on NAPs including minimum criteria for tying NAPs with budgets and sources of funds. The Green Climate Fund (GCF) Readiness Fund could be used to further strengthen the readiness of investment plans. Municipalities and regions with similar challenges or ideas should be able to jointly apply for funding from GCF under the argument that solutions can be up-scaled.

Scaling up climate-friendly and climate-resilient infrastructure improvements requires a revision of fee structures and/or a general adjustment of governance structures including national as well as financial framework conditions that incentivize investments in climate-friendly projects. Scaling only works with capacity development so that local governments can implement projects more independently in the future, while maintaining the necessary level of accountability.

Scaling needs knowledge management and dissemination of lessons learnt and best practices between cities as well as with the international community. Speeding up requires various initiatives to exchange experiences and consolidate support. Intensifying project preparation support and scaling up related initiatives is key.

It will be effective to leave more decisions about public investments to regional and local governments, even if the revenue has been collected at the national level. At the same time, local revenue generation should be strengthened.

Carbon pricing may be more efficient than subsidy programmes for new technologies. Carbon prices need to be high enough to force transformation to high efficient use and renewable sources of energy. Carbon pricing needs to be combined with financial incentives and social balancing.

### **Data and information**

Dialogue between researchers (data suppliers) and local level (data demanders) is helpful to supply user-driven service and to meet end-user needs. Facilitation of data transmission is important: national governments collecting data need to forward it to the local level. Combining meteorological data from different scales (global, regional, national/local) can help to analyse and predict climate risks.

Enabling communities to gather and map locally led data can be very effective to engage citizens and push for change – for example, collaborative mapping of greenhouse gas emissions and climate mitigation activities, or of slums and poverty, including with new technological approaches such as high-resolution, 3D drone images.

There is a need to increase transparency regarding built environment performance, including buildings owned and used by private sector companies. By tying incentives to data requirements, transparency and performance can be improved – for example, by having to provide utility data for two years before and after receiving tax incentives. Digitization of the economy can be used as leverage for climate action.

Behavioural change can be achieved by providing and visualizing data, on water and energy consumption but also greenhouse gas emissions of personal activities and behaviours in general. In the mobility sector, innovative digital approaches can change transport needs and modes of transportation.

### **Initiatives for Collaborative Climate Action at ICCA2019**

A plethora of international climate initiatives focusing on Collaborative Climate Action was showcased in the course of ICCA2019. These initiatives provide evidence for the driving force of subnational and local actions and provide practical examples on Collaborative Climate Action.

All initiatives and their associated institutions can be found [here](#).

### **Art at Climate Neighbourhoods: Future Transformer**

With our Exhibition **Future Transformer**, we wanted to show the citizens of Heidelberg which steps are currently being taken to prevent climate change, and how these actions need to change in order to protect our environment. Composed from the contributions from all our participants, we developed our Messages to Chile, to set a positive example:



## MESSAGES TO CHILE

We are acting for climate protection, no plastic, no “to go”,  
 Taking more time,  
 Starting with the small things, without losing sight of the bigger picture.  
 We begin in our Neighbourhoods,  
 we participate and contribute, we spread the word,  
 demonstrate, inform ourselves relentlessly. We buy locally, regionally, seasonally, or  
 grow our own vegetables and fruits, becoming a little more self-sufficient.

### Take care of our future

We are ready to change ourselves, better ourselves for our future and the future of  
 others and we are ready to show you, the politicians, what we are doing, so we can  
 expect the same from you.

We save

Electricity, gas, space, water, light. More everyday efficiency.

Raising the question: What is enough for us to live? What do we really need? Some  
 abstain

from consumption, new clothes, the latest devices.

Saving food, wasting less, more time to reflect.

Walks through the forest. Demonstrating. Fridays4Future. Parents4Future.

### Take care of the future of our youth

However, what is the future expecting from us?

No rubbish in the oceans, everything recyclable material.

Establishing circular economy. We inspire others with our actions, not only our words.

For this, my

Neighbourhood is my most important social network.

But this isn't all.

We need environmentally friendly policies. Genuine environmentally friendly policies.

No Greenwashing. Soon it will be too late.

The Politicians need to take responsibility and hold the industry accountable.

Less growths, De-growth, more quality time.

There is no sustainable growth.

### Take care of the future of the next generations.

Future Transformer at Climate Neighbourhoods, Heidelberg, May 2019

by artist group FS/JHA, <https://twitter.com/zukunftswandler/>

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