



## MAchUP

### **D7.5: MAchUP collaboration roadmap – Final version**

***WP7, T 7.1***

***Date of document***

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<sup>1</sup> PU = Public

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## Abbreviations

Acronym	Definition
ANT	ANTALYA METROPOLITAN MUNICIPALITY
BoC	Board of Coordinators
CAR	FUNDACION CARTIF (in brief CARTIF)
CoM	Compact of Mayors Office
COMO	Covenant of Mayors Office
DEM	DE SURDURULEBILIR ENERJI VE INSAAT SANAYI TICARET IMITED SIRKETI
DoA	Description of the Action
DRE	LANDESHAUPTSTADT DRESDEN
EC	European Commission
EIP	European Innovation Partnerships
EU	European Union
GCoM	Global Covenant of Mayors
HER	HERZLIYA MUNICIPALITY
ICE	FONDAZIONE ICONS (in brief Icons)
JRC	Joint Research Centre
KER	KERAVA KAUPUNKI
LNV	FUNDACION DE LA COMUNITAT VALENCIANA PARA LA PROMOCION ESTRATEGICA EL DESARROLLO Y LA INNOVACION URBANA
MS	Milestone
NBS	Nature Based Solutions
OST	STAD OOSTENDE
SAM	SAMPAS BILISIM VE ILETISIM SISTEMLERI SANAYI VE TICARET A.S.
SCC	Smart Cities and Communities
SCIS	Smart Cities Information System
SEAP	Sustainable Energy Action Plan
SECAP	Sustainable Energy and Climate Action Plan
SKOP	CITY OF SKOPJE
TEC	FUNDACION TECNALIA RESEARCH & INNOVATION (in brief Tecnalía)
TG	Task Group
UBIEFE	UNIVERSITA COMMERCIALE LUIGI BOCCONI
VAL	AYUNTAMIENTO DE VALENCIA
VTT	VTT TECHNICAL RESEARCH CENTRE OF FINLAND Ltd (in brief VTT)



## 0 Abstract of the MAtchUP project

Energy, mobility and ICT sectors as enablers are still the top priorities to reach high impacts in terms of economic, social and environmental improvements, so that large-scale demo projects are still addressed an essential way to foster the city transformation and progress towards the smart city concept. These large-scale demo projects have a wide upscaling potential inside the lighthouse cities, and several urban strategies are being modified according to the results of the pilots deployed in these projects.

However, still a very important work needs to be done to foster the replication of these actions under completely different social, economic and cultural scenarios. Several problems arise in the identification of the replication potential of the innovative technologies in the fields of energy and mobility, and within the cross-cutting ICT actions.

Transferability, coaching and capacity building from lighthouse cities to followers are in general well-structured, but foreseen impacts are in general very low with respect to the initial expectations, since the final replication plans are in fact a light commitment that is finally not materialised with enough ambition at long term from the cities.

There is a clear need on standardisation of the replication plans, aiming at ensuring its credibility and robustness and being the basis of a strong commitment of the cities to replicate actions beyond these demonstrative projects.

A valid mean is essential to guarantee a future implementation of the most promising technologies and their accompanying business models, identifying the most suitable path to replicate successful business cases in different cultural, environmental and economic situations. But in general, the lack of budget or at least the lack of guarantee to commit the necessary funds at long term by the local decision makers (politicians) prevents the development of more specific and more robust replications plans.

MAtchUP project tries to answer these considerations, it is a step forward with respect to the Lighthouse City approach initiative under the Smart and Sustainable Cities focus area of H2020.

In this context, the objective of MAtchUP project is the replication and upscaling of technologies, based on impacts evaluation, ensuring their bankability. In other and more detailed words, **the project aims at strengthening the planning processes for urban transformation, consolidating the benefits of deploying large scale demonstration projects of innovative technologies in the energy, mobility and ICT sectors, by means of substantially improved models for replication and**





**upscaling**, based on impacts evaluation, and ensuring the bankability of the solutions by means of innovative business models, which lead to achieve real deployment further than the pilots carried out in the lighthouse cities.

The expected results will be achieved working in parallel in demonstration and upscaling/replication levels, so the lighthouse cities (Valencia (Spain), Dresden (Germany), Antalya (Turkey)) and followers (Ostend (Belgium), Herzliya (Israel), Skopje (North Macedonia), Kerava (Finland)) will assume a huge commitment in this project to:

- **deploy innovative solutions in the energy, mobility and ICT sectors** with a strong monitoring program to validate all of them.
- **develop very rigorous upscaling and replication plans** that will be the basis to update at least the SEAPs/SECAPs<sup>2</sup>, that are the major standard commitment at European level that a city can assume in terms of city transformation, and other existing city plans as Sustainable Mobility Plans or Digital Agendas.

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<sup>2</sup> SEAP = Sustainable Energy Action Plan; SECAP = Sustainable Energy and Climate Action Plan.



# 1 Introduction

The goal of the task T7.1 is to create a Collaboration Secretariat with the aim of centralising and defining the roadmap for the cooperation activities with the other projects and initiatives.

The Collaboration Secretariat needs the definition of some key aspects of the collaboration roadmap:

1. Objectives
2. Organizational structure and responsible partners across the consortium
3. Main management procedures and operational roles

Throughout this document, the operation of the Collaboration Secretariat in MAtchUP is detailed, adjusted since the proposal of D7.1 through the best practices identified over the 36 months (October 2017 – September 2020) of the project.

## 1.1 Objective of the deliverable D7.5

The deliverable D7.5 is the final version of the deliverable D7.1. submitted in the month 12 (September 2018) aimed at launching the framework of the Collaboration Secretariat and at complying with the milestone 2 (MS2 - Collaboration secretariat framework launched) of the project.

The **objective** of the deliverable **D7.5** is to **describe the Collaboration Secretariat** in MAtchUP, i.e. to provide the (1) the general objectives of the Collaboration Secretariat, (2) the structure and organization of the Collaboration Secretariat, and (3) the main procedures ongoing through the Collaboration Secretariat.



## 1.2 Deliverable description

The deliverable D7.5. is structured into 3 main chapters:

1. In the chapter 2, the general objective and the scope (areas of action) of the Collaboration Secretariat are defined, as well as the specific objectives by scope of action.
2. In the chapter 3, the organizational structure of the Collaboration Secretariat is determined and the responsibilities and the roles and functions of each partner within each structural block of the secretariat are defined.
3. In the chapter 4, the main procedures and manners applied by the Collaboration Secretariat are explained.

## 1.3 Contribution of partners

The following Table 1.1 depicts the main contributions from participant partners in the development of this deliverable D7.5:

Participant short name	Contributions
20-VTT	Leader of the Task T7.3 VTT is one of the main contributors to this deliverable and the main contribution is on the chapters 2, 3.3 and 4.
21-CAR	Leader of the Tasks T7.2 and T7.6 CAR is one of the main contributors to this deliverable and the main contribution is on the chapters 2, 3.2 and 4.
23-ICE	Leader of the Task T7.5 ICE is one of the main contributors to this deliverable and the main contribution is on the chapters 2, 3.5 and 4.
24-TEC	Leader of the WP7 and of the Tasks T7.1 and T7.4 TEC is the responsible leader of the deliverable, and therefore one of the main contributors (most important contributions on the chapters 2, 3.5 and 4).

**Table 1.1. Contribution of partners**



## 1.4 Relation to other activities in the project

The following Table 1.2 depicts the main relationship of this deliverable to other activities (or deliverables) developed or under development within the MAtchUP Project and that should be considered along with this document for further understanding of its contents.

Deliverable Number	Relation
D7.1	The D7.1 is the first version of the D7.5.
D7.2	The D7.2 compiles the definition or delimitation of the network of interest of the MAtchUP project (networks, members, objectives, structure, etc.)
D7.4	<p>The D7.4 (first version) reports on the results of the Collaboration Secretariat:</p> <ul style="list-style-type: none"> <li>• All the collaborative activities carried out since the beginning of the project</li> <li>• Results of the participation on the TG</li> <li>• Organization and participation on events</li> <li>• Etc.</li> </ul>

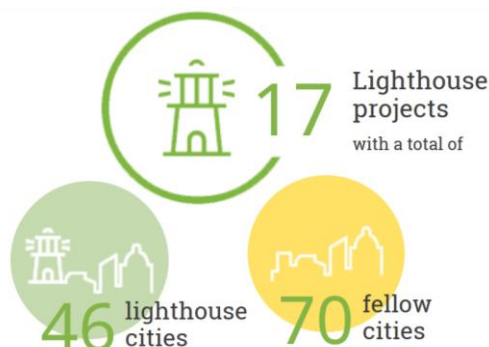
**Table 1.2: Relation to other activities in the project**



## 2 Definition and general goal of Collaboration Secretariat in MAtchUP

The main goal of the “WP7 - Cluster of SCC Projects Collaboration” is to ensure the appropriate collaboration of MAtchUP with other relevant Smart Cities initiatives and projects to maximise knowledge exchange, impact and replication.

Firstly, the cooperation stream is established with the on-going Lighthouse projects from SCC01 calls. Currently there are 17 Lighthouse projects with a total of 46 lighthouse cities and 70 fellow cities working on the transformation of the cities on a smarter, more sustainable and greener ones (see Figure 2.1).



**Figure 2.1: Smart Cities and Communities Lighthouse projects (Source: SCIS)**

In the next Figure 2.2, the logos of the projects approved in the different SCC01 calls are shown:



**Figure 2.2: Logos of the projects approved in the different SCC01 calls**

In the same way, MAtchUP cooperates with the horizontal cross-cutting initiatives as the Smart Cities Information System (SCIS) and other initiatives as the European Innovation Partnership on Smart Cities and Communities (EIP-SCC).





Figure 2.3: Logos of the SCIS and the EIP-SCC

In addition to these initiatives and projects, a close cooperation is also established with the Global Covenant of Mayors for Climate & Energy (GCoM).



Figure 2.4: Logo of the GCoM

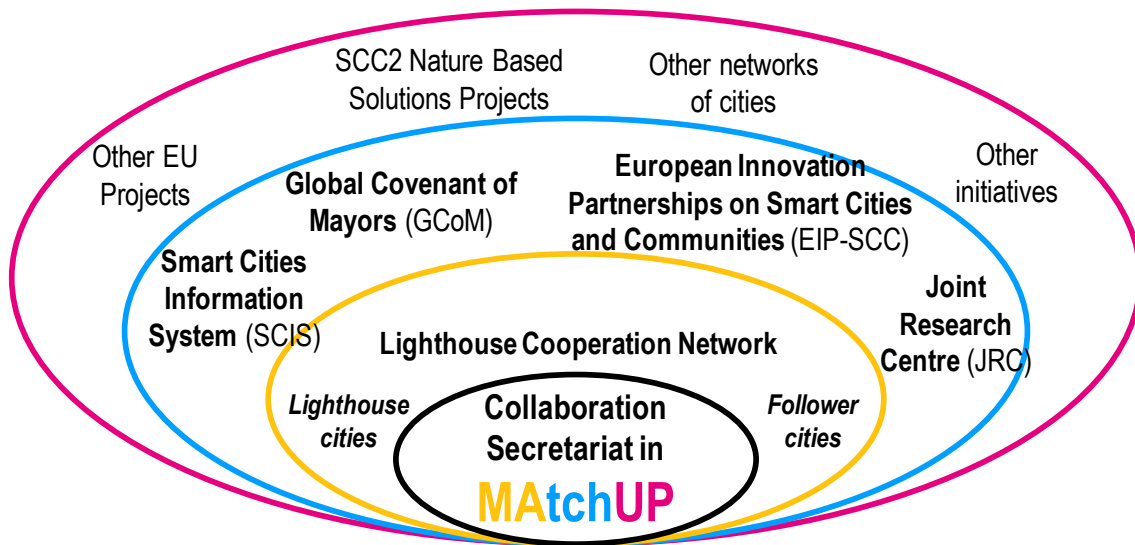
Sharing and transferring the results of MAtchUP project as recommendations to these networks (initiatives, agents, stakeholders, etc.) as well as learning and taking advantages from the experiences of them are the main reasons for collaborating, as the groups or initiatives are working on the future of the municipalities, i.e. committing on municipal agendas with the aim of aligning and mapping SEAPs / SECAPs to support the development of municipalities to "Smart Cities", while reinforcing the evaluation and monitoring system of these plans (activities related with the "WP1 - Urban Transformation: Planning, Upscaling & Replication" and "WP5 - Technical, Social and Economic evaluation").

## 2.1 Definition of the “*Collaboration Secretariat in MAtchUP*”

The **Collaboration Secretariat in MAtchUP** was created at the beginning of the project with the main aim of centralising and defining the roadmap for the cooperation activities with the other projects, initiatives, networks and cities. The purpose of the Collaboration Secretariat is to foster the collaboration of the partners in MAtchUP with all around Smart Cities initiatives and projects to maximise knowledge exchange, impact and replication.

The Collaboration Secretariat in MAtchUP works from close to further, in other words, it starts acting from the closer fields and agents until to reach more indirect and cross-cutting initiatives, with the final objective of fostering the collaboration of MAtchUP with all around Smart Cities initiatives, as it is shown in next Figure 2.5:





**Figure 2.5: Concept of Collaboration Secretariat in MAtchUP**

The “expansive wave” of the Collaboration Secretariat in MAtchUP encompasses from lighthouse and follower cities Cooperation networks, to other European initiatives, projects and networks directly or indirectly related to smart cities, and collaborating meanwhile with the Smart Cities Information System, the European Innovation Partnership on Smart Cities and Communities, the Global Covenant of Mayors Office or the Joint Research Centre.

The Collaboration Secretariat creates a favourable context for the MAtchUP project and all the partners participating within it to cooperate with all the initiatives, projects, activities, networks, stakeholders or any other agent related to the European Smart Cities Strategy and Implementation, as it is reflected in next Figure 2.6:



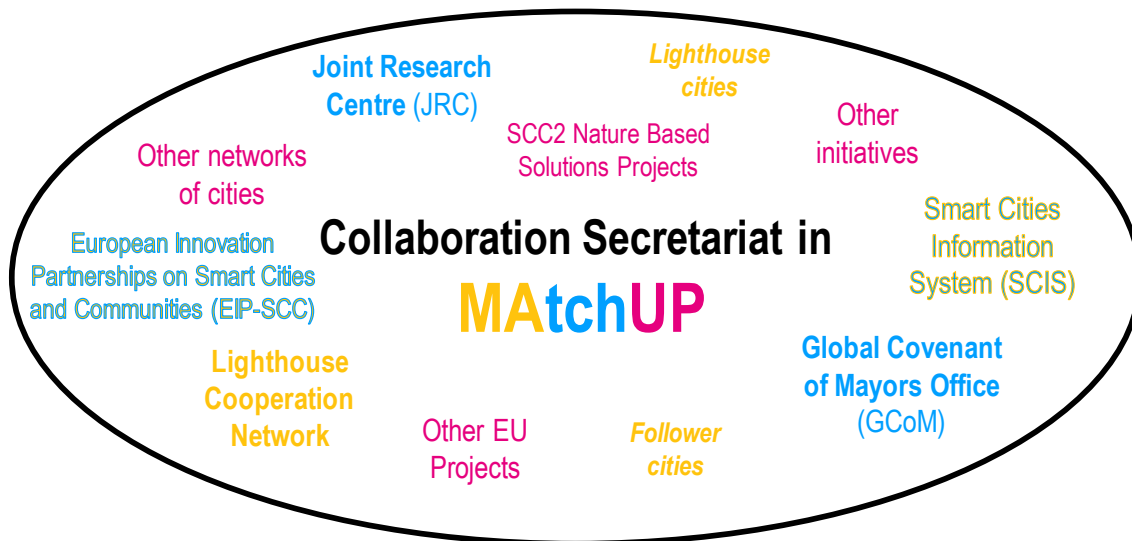


Figure 2.6: Cooperation context for MAtchUP partners raised up from the Collaboration Secretariat

## 2.2 General goals and scope of the “*Collaboration Secretariat in MAtchUP*”

According to the definition above and the description of tasks within the WP7 agreed on the DoA, the **Collaboration Secretariat has the purpose to maximise knowledge exchange, impact and replication of Smart Cities initiatives and projects through the collaboration of MAtchUP with the whole network of SCC.**

Directly extracted from the purpose of the Collaboration Secretariat, three objectives are defined. Moreover, it is considered interesting adding one more objective to widely cover the collaboration opportunities. Therefore, the Collaboration Secretariat has four main **objectives** that are summarized as follows:

- 1) The Collaboration Secretariat aims to maximise the **knowledge exchange** with the whole network of SCC.
- 2) The Collaboration Secretariat has the purpose of **maximizing the impact** of Smart Cities successful cases.
- 3) The Collaboration Secretariat aims to maximize the **replication** of initiatives, projects, experiences in the field of Smart Cities.
- 4) The Collaboration Secretariat has the purpose of providing **added value** to existing initiatives through the exchange of results and/or tools developed in the context of MAtchUP WP7.





The scope of the Collaboration Secretariat of MAtchUP is like an “umbrella” covering all the collaborative activities oriented, as reflected in the next Figure 2.7, towards the fulfillment of these four main objectives:

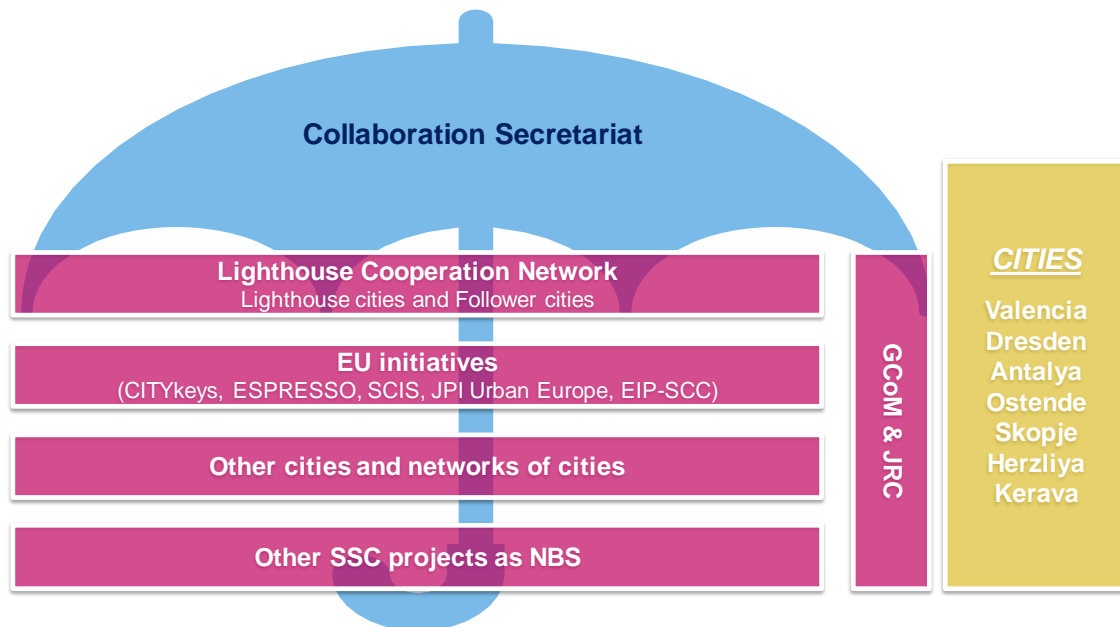


Figure 2.7: Scope of the Collaboration Secretariat in MAtchUP

Thereby, several **strategic action lines** of the “Collaboration Secretariat in MAtchUP”, directed to the accomplishment of these objectives, are determined:

1. Participation and cooperation with the Cooperation Framework established between the H2020 Lighthouse projects
  - 1.a. Lighthouse Cooperation Network
    - Lighthouse cities
    - Follower cities
    - Lighthouse projects (rest of the partners) – Projects funded on the SCC01 calls of the H2020 programme
  - 1.b. Smart Cities Information System (SCIS)
  - 1.c. European Innovation Partnership on Smart Cities and Communities (EIP-SCC)
2. Knowledge transfer and sharing of MAtchUP results with:



- 2.a. Global Covenant of Mayors (GCoM)<sup>3</sup>
- 2.b. Joint Research Centre (JRC)
3. Collaboration with other EU initiatives:
  - 3.a. Other SCC projects (such as, SCC02 NBS projects)
  - 3.b. Other networks of cities

These strategic action lines are aimed at ensuring the success of the Collaboration Secretariat objectives, allowing the establishment of a robust mechanism to the promotion of the cities' conversion to smarter, greener and more sustainable urban environments focused on the wellbeing of the citizens.

In the deliverable “D7.2: MAtchUP Network of Interest: members, structure and calendar of activities” (submitted in November 2020) a deep explanation on these agents and initiatives and the scope and objectives of the collaboration on these strategic action lines is provided.

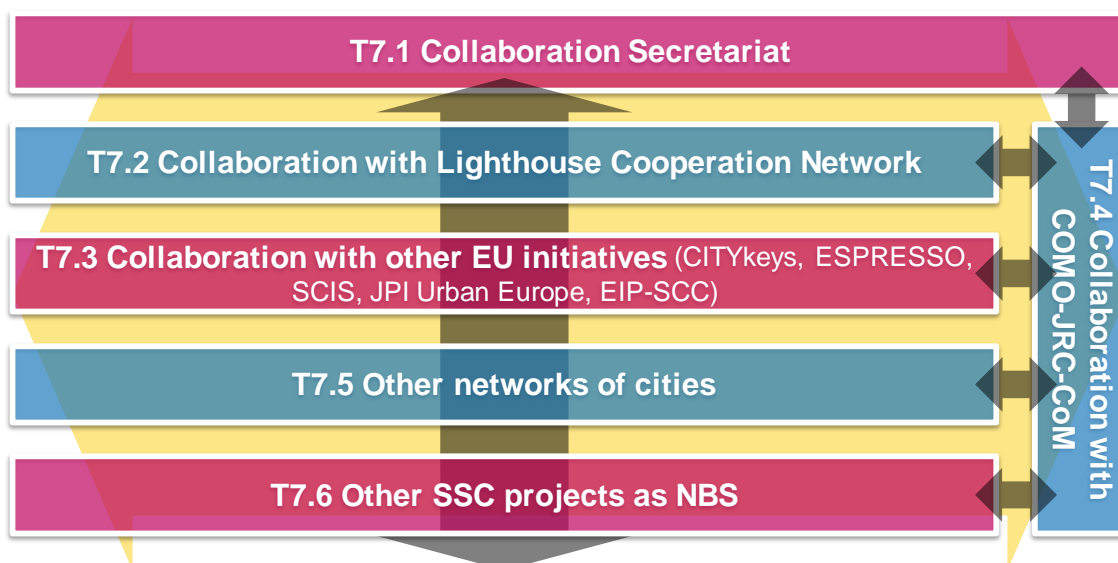
### **2.3 Interrelationships of WP7-tasks within the “*Collaboration Secretariat in MAtchUP*”**

To comply the general goals or objectives and the strategic action lines defined above, the work-package 7 is structured to cover totally the ambitious scope of the Collaboration Secretariat within the MAtchUP project, as reflected in the Figure 2.8:

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<sup>3</sup> The Compact of Mayors (CoM) and the Covenant of Mayors (COMO) were joined into Global Covenant of Mayors for Climate & Energy (GCoM) (<https://www.globalcovenantofmayors.org/>) in June 2016.





**Figure 2.8: Interrelationships of WP7-tasks within the “Collaboration Secretariat in MAtchUP”**

As shown in the Figure 2.8 above, the six tasks of the work packages defined in the DoA cover the objectives and the scope aimed for the Collaboration Secretariat, so that the collaboration is one of the vertebral axis within the MAtchUP project, always with an approach to give added value to our cities.



### 3 Structure and organization of the Collaboration Secretariat

The organizational structure of the Collaboration Secretariat in the MAtchUP project is established in coherence with both the tasks planned within the WP7 and the main objectives and strategic action lines defined in chapter 2 in this document:

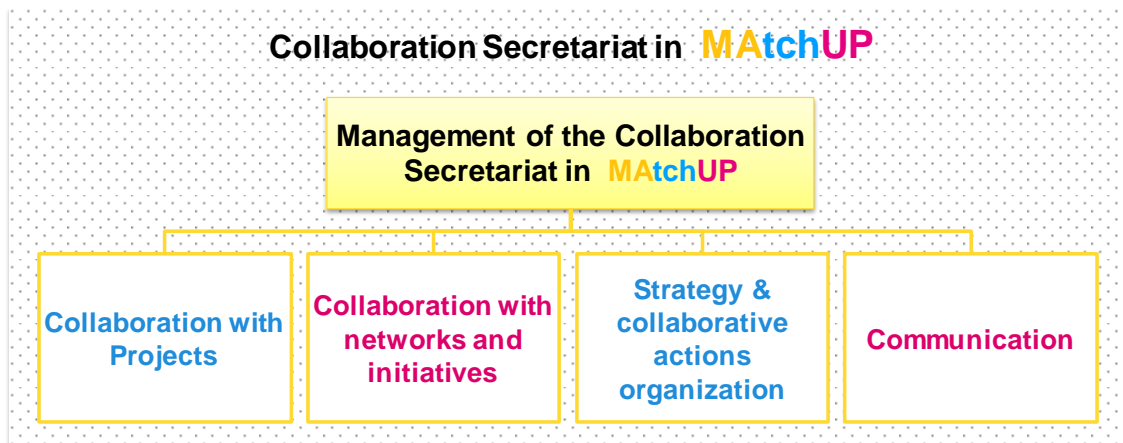


Figure 3.1: Organization chart of the Collaboration Secretariat

As explained previously and shown in “*Figure 2.5: Concept of Collaboration Secretariat in MAtchUP*”, the Collaboration Secretariat in MAtchUP aims to create a favourable context for cooperation with all the initiatives, projects, activities, networks, stakeholders or any other agent related to the European Smart Cities Strategy and Implementation.

To achieve this, the expansive “action-wave” of the Collaboration Secretariat in the MAtchUP project encompasses the whole scope of the projects, networks and initiatives directly or indirectly related with the Smart Cities topic, working through two action-directions:

- Vertical direction, from close to further or from direct to indirect, in other words, start acting from more similar fields with agents in the technologies or measures which MAtchUP is working on (i.e. other projects) until to reach more indirect and cross-cutting initiatives (other EU initiatives, networks...)
- Horizontal direction, covering all different kind of activities and initiatives working on Smart Cities related topics, such as: projects funded by EC (Lighthouse Projects, NBS Projects, etc.), cities and networks of cities (GCoM and others), cooperation frameworks and initiatives (SCIS, JRC, EIP-SCC etc.)



This idea of working through two action-directions is reflected in next Figure 3.2:

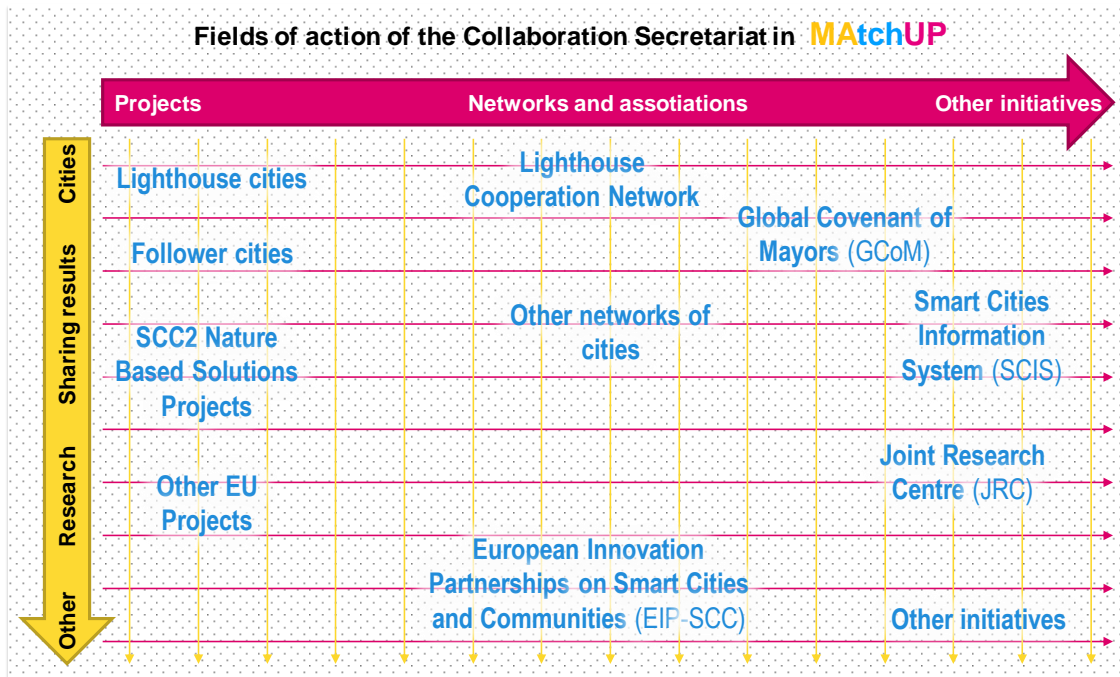


Figure 3.2: Action fields of the Collaboration Secretariat in MAtchUP

Thanks to the proposed **organizational chart** in previous Figure 3.1, all the action fields sketched in Figure 3.2 can be covered, as it is shown in next Figure 3.3:

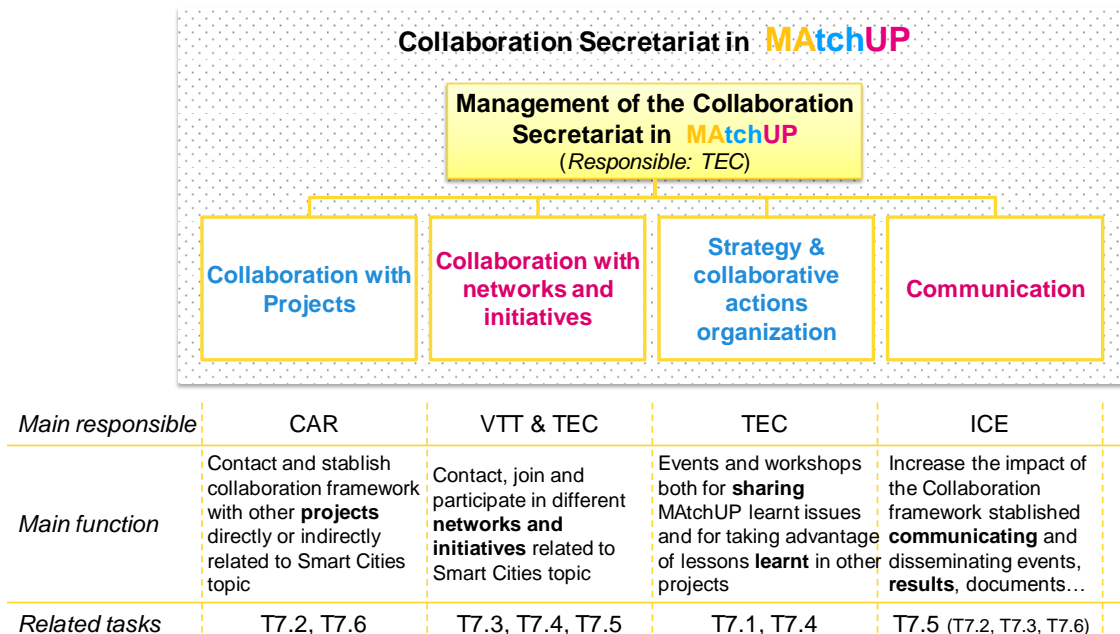


Figure 3.3: Detail of the organization chart of the Collaboration Secretariat



Various roles or operational functions within the organization of the Collaboration Secretariat need to be covered, with the engagement and teamwork of one leading-partner and some implicated partners in each one of the 5 structural blocks determined in the Figure 3.3.

Each structural block takes over some common actions and some specific responsibilities. Specific responsibilities are detailed in the following chapters for each block and the **common actions** for all the structural blocks can be summarized in the next bullet points:

- To define and internally manage the working-group of the structural block (main responsible, MAtchUP participants, other participants of interest, etc.).
- To define specific objectives and goals to be achieved in each of the action fields.
- To establish specific actions allowing the achievement of the objectives and goals.
- To identify the outcomes and results to be obtained.
- To set deadlines for accomplishment, i.e. the action diagram-timeline.
- To identify potential risks and problems that can difficult the accomplishment of the defined objectives and actions.

The next 5 sub-chapters detail the specific responsibilities, actions or procedures, and operational roles for each structural block of the Collaboration Secretariat in the MAtchUP project.

### 3.1 Management of the Collaboration Secretariat in MAtchUP

Mainly, the **responsibilities** of this structural block can be summarized in:

- To establish (and to help establishing) specific objectives and foster active cooperation among all the partners involved in the Collaboration Secretariat and in the MAtchUP project as a whole.
- To be active part in the decision-making processes and activities organization and planning procedures in all the structural blocks on the Collaboration Secretariat



- To manage the information gathering process with all the partners involved in the MAtchUP project.
- To assist the “Collaboration with Projects” team establishing the collaboration frameworks among MAtchUP and the “associate-project”.
- To work together with the “Collaboration with networks and initiatives” team carrying out the administrative functions to be part of a network or to participate in events / initiatives or etc.
- To help solving any problem arising within the Collaboration Secretariat.

These responsibilities are articulated through the definition of a **General Management Procedure**, aimed at conducting the general management of the whole Collaboration Secretariat. In this procedure, the objectives, strategic lines, specific actions, relevant partners, outcomes, timeline and other issues of interest for a successful management are detailed.

The functional or **operative roles** to be executed within this structural block are fostering collaboration within MAtchUP and coordinating or handling all the collaborative actions planned and completed by MAtchUP partners.

Tecnalia (TEC), as WP7 leader, assumes the leadership of the management role within the Collaboration Secretariat, and TEC together with the leaders of the rest of the structural blocks of the organizational chart, i.e. CARTIF (CAR), VTT and Icons (ICE) makes up the working-group for the “management of the Collaboration Secretariat in MAtchUP”.

### 3.2 Collaboration with Projects

The structural block called “Collaboration with Projects”, led by CARTIF (CAR), has the **responsibility** of managing and coordinating all the tasks and activities related to the collaboration with other projects, mainly with Lighthouse ones (i.e. different SCC-01 calls, see Figure 2.2) but also with other SCC initiatives as Nature Based Solutions (NBS) projects (projects approved in the SCC-02 and SCC-03 calls of the H2020 programme).

The objective of the collaboration promoted from this structural block of the Collaboration Secretariat is to ensure that the MAtchUP project exchanges knowledge and experience with the other projects to improve the replicability of the technical and no technical solutions that are being implemented in the lighthouse cities.



The collaboration with other projects object of this block within the Collaboration Secretariat can contribute to (1) the maximization of the replicability of both technical and non-technical solutions implemented in the Lighthouse projects and to (2) the creation and formalization of the European market of Smart Cities which is valued more and more positively and with more interest by the European Commission.

Since the first Lighthouse project that was launched in 2014, the interest in collaborating has been increasing and settled. Nowadays a total of 17 Lighthouse projects, including MAtchUP project, have been funded, being all of them driven by the same challenges that EU cities are facing to ensure secure, affordable and clean energy, smart electro-mobility and smart tools and services, always showcasing their economic viability towards ensuring their replication potential in other cities.

A Cooperation framework has already been launched together with all these H2020 Lighthouse projects exposed in the Figure 2.2. The Board of Coordinators (BoC), formed by all the coordinators of the ongoing H2020 Lighthouse projects, is the core management body for this cross-SCC-01 collaborative teamwork and was established to oversee driving the strategic level of this association of Lighthouse projects. A set of Task Groups (TG) was created to perform the strategic vision defined by the BoC, to work on the common areas interest, forming an implementation level. Regular meetings are the mechanism for an efficient follow-up of the evolution of the activities of the team and EC-INEA are invited in an observing role.

The next Figure 3.4 shows the organization or structure of the Lighthouse Cooperation Network, composed by the Board of Coordinators, the Task Groups, supporting associations and INEA as observer:



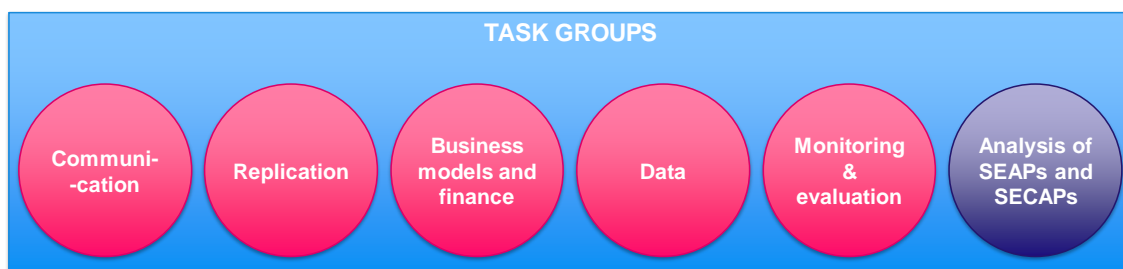
**Figure 3.4: Management scheme of the Lighthouse Cooperation Network**

(Deeper details of the Management scheme of the Lighthouse Cooperation Network are provided in the deliverable “D7.2 MAtchUP Network of Interest: members, structure and calendar of activities”)



It is important to mention that in the short timeline Lighthouse Cooperation Network will be supported by a new “Secretariat”, as a result of a tender launched by the Commission to organize a more stable governance and to perform a more structured collaboration. At the moment of the submission of this deliverable, the expected update / modification on the structure of the Lighthouse Cooperation Network has not been deployed yet.

In the next Figure 3.5 the topics or working themes of the Task Groups of Lighthouse Cooperation Network are presented:



**Figure 3.5: Topics of the Task Groups of Lighthouse Cooperation Network**

Currently, five Task Groups are working together in this collaborative framework and the partners of MAtchUP are actively participating in them, as presented in the Table 3.1:

Task Groups	MAtchUP partners involved
• Communication Task Group	ICE
• Replication Task Group	CAR
• Business models and finance Task Group	UBIEFE
• Data Task Group	SAM, VTT
• Monitoring & evaluation Task Group	VTT, KVELOCE

**Table 3.1: Current Task Groups and partners from MAtchUP involved in each group**

The Table 3.1 exposes that MAtchUP has at least a representative partner in each of the Task Groups in order to collect the insights generated in each group and to share the knowledge among MAtchUP partners. The Collaboration Secretariat is participating and encouraging the participation of the most suitable partners in each of these Task Groups. The partners are part of the project and of the Collaboration Secretariat, they participate actively in the activities organized by the Task Group and share with the rest of partners the latest news, opportunities and conclusions of these collaboration groups.

About the Monitoring & evaluation Task Group, that was created and launched in 2019, it is remarkable that it is co-chaired by Stardust and MAtchUP projects. Specifically, VTT and KVELOCE are working in the leadership of this new TG. More details about this activity and the initial results are provided in the deliverables D7.2 and D7.4.

The MAtchUP project, besides to be part of the Board of Coordinators and the current Task Groups, has the objective of proposing the creation of a specific Task Group on analysing the alignment of SEAPs/SECAPs. The alignment of SEAP and SECAPs and the planning of the cities within the Lighthouse projects is a key issue and the MAtchUP project has the commitment to work on this topic within the Task Groups. This new Task Groups on the “Analysis of SEAPs and SECAPs” to be created will work on the activities in the Lighthouse projects dedicated to city transformation, integrated planning, impacts evaluation, etc. The Collaboration Secretariat is working on setting the detailed aims and targets of this new group.

Having in mind all these matters, the main kind of **actions** that are being developed by this structural block can be summarized in these bullet points:

- To facilitate and to ensure the exchange of knowledge and experiences among Lighthouse projects, to improve the replicability of solutions implemented in the Lighthouse projects while fostering the Smart Cities market throughout Europe.
- To participate and encourage the participation of the most suitable partners in the Task Groups of the Cooperation framework of the 17 Lighthouse projects.
- To share with the rest of partners the latest news, opportunities and conclusions of the Task Groups of the Cooperation framework of the 17 Lighthouse projects.
- To propose the creation a specific Task Group on analysing the alignment of SEAPs/SECAPs with the activities in the Lighthouse projects dedicated to city transformation, integrated planning, impacts evaluation, etc.
- To work together with the “Strategy & collaborative actions organization”, the “Collaboration with networks and initiatives” and the “Communication” teams to promote and establish collaboration as a working-way within MAtchUP partners.

Finally, the functional or **operative roles** to be executed within this structural block are focused and oriented for facilitating and ensuring the exchange of knowledge and experiences among the projects related directly or more indirectly (such as the NBS project) to Smart Cities topic, aiming to improving the replicability of solutions implemented in the Lighthouse projects and other projects while fostering the Smart Cities market throughout Europe.



As mentioned before, CAR (leader of the task T7.2 within WP7) assumes the leadership of the role of collaborating with projects within the Collaboration Secretariat. Due to the broad scope of action of this structural block, the cities of MAtchUP project, both the Lighthouse cities and the Follower ones, and the rest of the technical partners of the WP7 are involved in these activities related to the collaboration with projects. Having a look on the Figure 3.2, this structural block focuses its efforts on the left side of the action fields pictured in that image.

### 3.3 Collaboration with networks and initiatives

The structural block called “Collaboration with networks and initiatives”, has the **responsibility** of:

(1) creating networks and establishing cooperation with ongoing European initiatives as well as seek to benefit from the results from several completed actions such as CITYkeys, ESPRESSO, Mayors in Action and 50000&1SEAP

- Leader: VTT

(2) transferring the results about the review, monitoring, update and creation of SEAP/SECAPs to the Global Covenant of Mayors (GCoM) and the Joint Research Centre (JRC) as well as establishing cooperation framework with other networks of cities

- Leader TEC with ICE, VTT & CAR as close collaborators in the leadership

In other words, this structural block focuses its efforts on the right side of the action fields pictured in the Figure 3.2.

Regarding the first responsibility on this structural block, already completed and ongoing or planned collaborative activities with networks and initiatives related to Smart Cities topic, are included in this summary presented in the Figure 3.6 (deeper details in the deliverables D7.2 and D7.4):



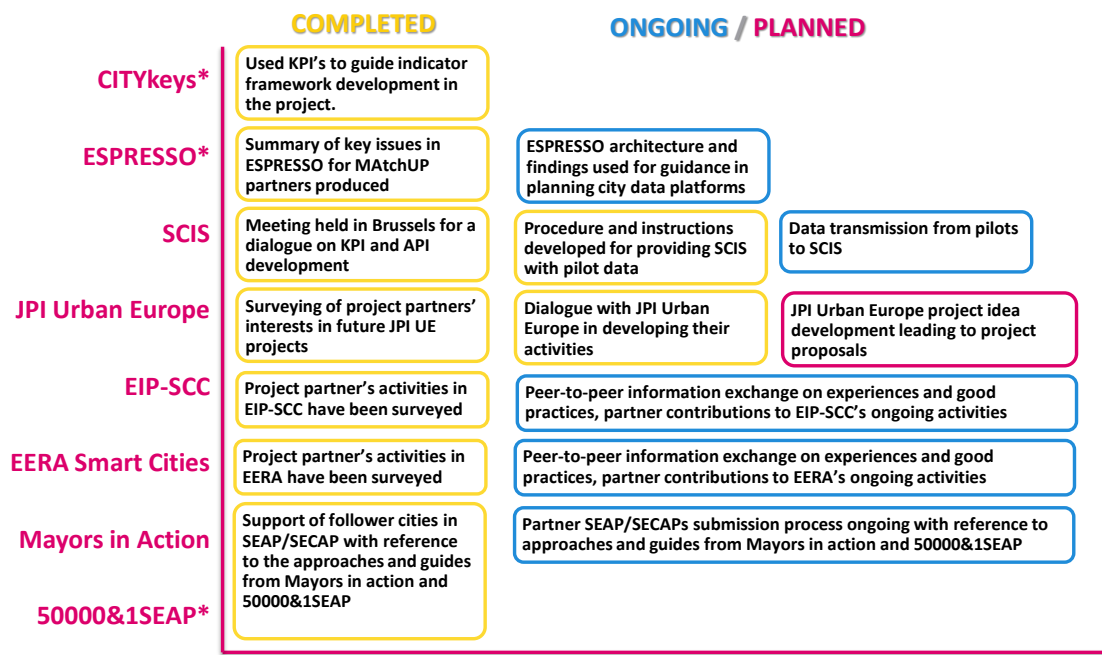


Figure 3.6: Summary of completed and planned activities regarding European initiatives relevant to MAtchUP

On regard on the second responsibility of this structural block “Collaboration with networks and initiatives”, the responsibility is assumed mainly by ICE (leader of task “T7.5 Other networks of cities”) and TEC (leader of the task “T7.4 Collaboration with GCoM & JRC”), and jointly with CAR (leader of the “WP1 – Urban Transformation: Planning, Upscaling & Replication”, tightly related to the results to be shared with GCoM and JRC) and VTT (leader of the structural block “Collaboration with networks and initiatives”).

The main kind of **activities or procedures performed** within this structural block can be summarized in the following points:

- To map the existing contacts and collaborations of the MAtchUP partners with the relevant initiatives to build up the activities of MAtchUP upon them.
- To recognize and to utilize useful inputs from the initiatives within the scope of this block in the various related WPs of the MAtchUP project.
- To establish a first contact and an active cooperative relationship with European networks and initiatives related to Smart Cities topic.
- To advise and to help MAtchUP partners to carry out the administrative functions to be part of a network or to participate in events and / or initiatives



and so on, with the collaboration of the “Management of the Collaboration Secretariat in MAtchUP” team if necessary.

- To identify topics of common interest for MAtchUP partners and for each of the networks and initiatives contacted.
- To foster the participation of all the partners involved in the Collaboration Secretariat and in the MAtchUP project, with European networks and initiatives related to Smart Cities topics.
- To work together with the “Strategy & collaborative actions organization”, the “Collaboration with projects” and the “Communication” teams to promote and establish collaboration as a working-way within MAtchUP partners.

Regarding the functionality, the **operative roles** to be executed within this structural block are focused and oriented (1) for fostering and establishing participation and cooperation of MAtchUP partners with ongoing European initiatives and networks and (2) for facilitating and ensuring the transferring of MAtchUP results about the review, monitoring, update and creation of SEAP/SECAPs to GCoM and JRC and for establishing cooperation with other networks of cities.

As occurs in the structural block of “Collaboration with Projects”, the scope of action of this structural block is so broad that cities of MAtchUP project, both Lighthouses and Followers, and the rest of the technical partners of the WP7 are involved in these activities related to the collaboration with European initiatives and networks within Smart Cities topics.

### 3.4 Strategy & collaborative actions organization

The structural block called “Strategy & collaborative actions organization”, led by Tecnia (TEC) and strongly supported by CAR, VTT and ICE, as leaders of the collaboration actions with both projects and networks & initiatives and of the communication group, has these three main **responsibilities**:

1. Strategic assessment of the workspace of Smart Cities affecting the 7 cities in the MAtchUP project
  - The objective of this strategic assessment is to identify the strong points and weaknesses in the urban areas of energy, ICT, mobility and society to feed a strategic roadmap to accelerate the transformation of cities into Smart Cities through collaborative activities. The idea is to take



advantage from the lessons learnt during the Smart Cities transformation processes in order to:

- to overcome or avoid potential barriers
  - to promote the successful transformation of cities into Smart Cities
  - to identify research needs
  - to encourage replication
- The Collaboration Strategy is a working-framework for the cities. The strategic assessment starts with a deep analysis the starting situation and the characteristics (stage of transformation, hot topics, barriers, availability of resources, culture, etc.) in each city. As the initial situations and the ambitions are different in each city, so are the collaboration approaches in each city. For this reason, a Collaboration Strategy is defined adapted to each of the cities in the MAtchUP project, both Lighthouse and Follower cities.
  - Collaboration Strategy of the cities in the MAtchUP project: At first, the main topics of interest and the main barriers and handicaps for the city regarding their collaborative activities are identified and updated. Then, the collaboration actions of interest each city are established, with the aim at deepening in those main topics of interest and at detecting potential solutions to overcome the main barriers and handicaps of the city.
    - Details about the methodologies and information sources used and the Collaboration Strategies of each of the cities in the projects are provided in the deliverable D7.2.
  - The identification of the events currently on-going or planned in Smart Cities or related fields is part of the strategic assessment, working jointly with the structural blocks of collaboration with projects and with networks and initiatives.
    - The agenda of events of interest is provided in the deliverable D7.2.
2. Organization of collaborative actions (events or any other format), considering the results of the strategic assessment



- The knowledge and conclusions drawn during the strategic assessment are deployed and disseminated through the organization of workshops and webinars or any other kind of collaborative-action-format.
    - For example, workshops may help to put difficulties in common and to solve them together with scientific experts and municipalities with the same concerns. In the case of the webinars, they can help to disseminate successful cases potentially replicable. Other kind collaborative actions (face-to-face meeting, inter-municipal cooperation for resources sharing, etc.) can be organized, too when specific needs arise, and very specific solutions are required.
  - In other words, this responsibility of the structural block is about the definition and organization of collaborative activities (workshops and webinars or any other kind of collaborative-action-format) answering to strategic needs and interests detected to go through the pathway to become “smarter” and greener cities.
3. Communication with the European Commission (EC) about the steps pathed within the Collaboration Secretariat.
- The objective is to facilitate the European Smart Cities market from the point of view of policy makers, researchers and municipalities.
  - The results of the strategic assessment are the basis to identify relevant issues to be treated during the webinars and the workshops defined in close cooperation with the other projects, cities, initiatives or any other stakeholder.
  - This responsibility is jointly assumed by TEC and ICE, as ICE is the leader of the structural block of “Communication” and the leader of the WP8 related to Communication & Dissemination in the MAtchUP project.

The **operative roles** to be executed within this strategy and collaborative action group are focused on maximizing the Smart Cities conversion through the organization of key events and collaborative actions in the most demanding and / or lacking fields. To make this real, Tecnalia is coordinating the activities that are listed behind with the help of CAR, VTT and ICE. The close and fluent communication with the responsible partner of the other blocks is crucial for this working group.

In addition, both the strategic planning and the organization of collaborative actions make no sense without the active participation and contribution of the Lighthouse and





Follower cities. The perspective of technical partners may also be interesting in the assessment of the state of the art of the technical implementations of Smart Cities (problems, barriers, potential solutions, etc.) and moreover their experience may feed the content of the collaborative actions organized.

The main kind of **activities** to be executed by the strategy and collaborative actions organization block can be summarized in the following points:

- To define the content and procedure of the strategic assessment. As a part of the strategic assessment, the creation of a lessons learnt database will be considered.
- To perform a deep strategic analysis of the project and keep it updated annually to identify topics of interest of MAtchUP partners and of the European Smart Cities market.
- To organize workshops and webinars (or any other experience-sharing-action format) about the areas of interest identified by the strategic assessment.
- To help connecting the problems of Smart Cities with potential solutions through the coordination of meetings, call conferences or any other kind of collaborative action.
- To inform and to work in close cooperation with the European Commission about the urban challenges and urban drivers affecting the transformation of the cities into Smart Cities in order to identify and define the areas of interest for the workshops and webinars.

In a summarized way, the strategy and collaborative actions organization block ensures the execution of the needed number of collaborative events to cover the areas of interest of the partners in MAtchUP in the field of Smart Cities. Because of this work, the promotion of the Smart Cities transformation is facilitated, and the European Smart Cities market is strengthened.

### 3.5 Communication

The **responsibilities** of this Communication structural block are:

- To communicate and disseminate first-hand information about MAtchUP news, progresses, milestones, as well as the events in which MAtchUP is represented or participating and those organised by the project itself.





- To communicate and disseminate results and documents developed by the other structural blocks of the Collaboration Secretariat.
- To communicate and disseminate external activities (events, news etc.) performed by other SCC projects, associations and initiatives.
- To increase the impact of the Collaboration framework developed as part of WP7 activities.
- To ensure coordination and knowledge sharing among partners through the effective communication and dissemination of relevant information.

The main kind of **actions** are being developed along two streams:

- *Internal*, at three levels:
  - partners involved in the Collaboration Secretariat
  - WP7 partners
  - whole MAtchUP consortium

Depending on the content, ICE assesses the level of distribution of the information (Collaboration Secretariat versus WP7 partners versus MAtchUP consortium). Through the Communication Secretariat (WP8), MAtchUP partners are informed about any specific dissemination and communication activity (events, news etc.) performed by other SCC projects, associations and initiatives.

- *External*, targeting:
  - Lighthouse Cooperation Network
  - Other EU Initiatives
  - Other networks of cities
  - Other SCC projects, as NBS

The Communication group is led by ICE, which is member of the Lighthouse Projects' Communication Task Group. In close cooperation with WP8 activities, the Communication structural block of the Collaboration Secretariat seeks synergies in joint dissemination activities, especially with those sister projects funded under the same call of MAtchUP (Stardust, IRIS). Also, MAtchUP news and updates are regularly promoted via the channels of the abovementioned



networks to increase outreach and engagement of multiple stakeholders and cities (example: SCIS newsletter).

The actions of this structural block are carried out **on regular basis and whenever needed** (i.e. at the occasion of events) throughout the project. The communication activities support and ensure the effectiveness and impact of the collaboration actions developed within the Collaboration Secretariat of the MAtchUP project.



## 4 General Management Procedure

The objective of the **General Management Procedure** is to frame the general management of the whole Collaboration Secretariat.

The General Management Procedure aims at establishing the steps to be followed to ensure the well-performing of the Collaboration Secretariat, i.e. the needed tools for successful management based on coordination, communication and teamwork.

The procedure for the internal coordination of the Collaboration Secretariat is detailed below in a schematic, complete and concise way:

<b>Internal coordination of the Collaboration Secretariat</b>	<p>The objective is to manage the Collaboration Secretariat as an entity internally well-coordinated and communicated, specifically:</p> <ul style="list-style-type: none"> <li>• Internal written communication and meetings process</li> <li>• Risks and contingency plan</li> <li>• Information gathering and sharing process</li> </ul>
<b>Responsible</b>	<p>TEC, as responsible of the Management of the Collaboration Secretariat in MAtchUP, in collaboration with the structural block leaders, i.e. VTT, CAR and ICE</p>
<b>Specific procedures</b>	<ul style="list-style-type: none"> <li>• WP7 audio-meeting             <ul style="list-style-type: none"> <li>• Objective: review on the done, ongoing and planned actions, reaffirm commitments and share experiences. In this meeting there is always a slot of time for sharing experiences (participation in an event, a collaborative activity carried put, an idea to co-organize an event with another project, etc.) among the attendees.</li> </ul> </li> <li>• Operative or technical meeting             <ul style="list-style-type: none"> <li>• Objective: work on the definition and planning of the activities of the Collaboration Secretariat and monitor the compliance level of objectives, analyse any problem that may arise proposing possible solutions and deal with any other topic considered relevant</li> </ul> </li> </ul>



	<ul style="list-style-type: none"> <li>• WP7 meeting in the project meeting <ul style="list-style-type: none"> <li>• Objective: depending on the needs of the project, the WP7 or the cities, the objective of this meeting may vary. In general, the key idea is to take advantage of being all the partners together to hold an interesting workshop face-to-face.</li> </ul> </li> <li>• Exceptional operative or technical meeting <ul style="list-style-type: none"> <li>• Objective: to solve specific and important issues that may arise (for example: preparation of a review meeting).</li> </ul> </li> <li>• Surveys and templates <ul style="list-style-type: none"> <li>• Objective: these tools are used in the WP7 to compile specific and well-defined information of the partners required to carry out a specific planned task (examples: identification of the existing contacts, information to build up the collaboration strategies of cities, etc.)</li> </ul> </li> <li>• Email and phone <ul style="list-style-type: none"> <li>• Objective: this communication channel is accessible for all the partners in MAtchUP. Partners use mainly this channel to share information and feedback about the collaborative activities carried out. The responsible partners of the Collaboration Secretariat (TEC, CAR, ICE, VTT) are always available for cities and the rest of the partners in the project to collaborate in any task related to the cooperation of MAtchUP with its network of interest.</li> </ul> </li> </ul>
<p><b>Operational data</b> (frequency, duration, attendees, tool, and any other operational data)</p>	<p><b>WP7 audio-meeting</b></p> <ul style="list-style-type: none"> <li>• Frequency: every month or month and a half</li> <li>• Duration: between 30 minutes and 1 hour</li> <li>• Attendees: all partners in WP7 (VAL, LNV, DRE, ANT, SAM, DEM, VTT, CAR, ICE, TEC, HER, OST, SKOP, KER)</li> <li>• Tool: Microsoft Teams or GoToMeeting</li> </ul> <p><b>Operative or technical meeting</b></p> <ul style="list-style-type: none"> <li>• Frequency: at least every 2 or 3 months, and more frequently when it is necessary</li> </ul>



	<ul style="list-style-type: none"> <li>• Duration: 1 hour</li> <li>• Attendees: TEC, CAR, ICE, VTT, Coordination team (if needed)</li> <li>• Tool: Microsoft Teams or GoToMeeting</li> </ul> <p><b>WP7 meeting in the project meeting</b></p> <ul style="list-style-type: none"> <li>• Frequency: two times per year <ul style="list-style-type: none"> <li>• Due to the COVID-19 crisis, this fact changed by now.</li> </ul> </li> <li>• Duration: 1,5-2 hours</li> <li>• Attendees: all the partners in the MAtchUP partners</li> <li>• Tool: workshops with all the necessary work material</li> </ul> <p><b>Exceptional operative or technical meeting</b></p> <ul style="list-style-type: none"> <li>• Frequency: when it is necessary</li> <li>• Duration: 1-2 hours, what is needed</li> <li>• Attendees: TEC, CAR, ICE, VTT, who is required</li> <li>• Tool: Microsoft Teams or GoToMeeting</li> </ul> <p><b>Surveys and templates</b></p> <ul style="list-style-type: none"> <li>• Frequency: when it is necessary</li> <li>• Respondents: all WP7 partners (or only those whom information is required)</li> <li>• Timing: the Collaboration Secretariat has to assure that the partners always have time enough to answer the survey or complete the template with quality.</li> <li>• Channel: the surveys and templates are distributed by email and are also available in the repository</li> </ul> <p><b>Email and phone</b></p> <ul style="list-style-type: none"> <li>• Frequency: whenever necessary</li> <li>• Who can use this channel: anyone</li> </ul>
<b>Working-way guidelines</b>	<p>The main working-way guidelines of the Collaboration Secretariat are:</p> <ul style="list-style-type: none"> <li>• Always collaborative attitude and teamwork.</li> <li>• Partners inform about their participation in events and shares the information in the WP7 audio-meeting and / or by email. In addition, the partner provides the needed</li> </ul>



	<p>information to complete the reports and deliverables of the WP7.</p> <ul style="list-style-type: none"><li>• Structural block leaders ask to all partners involved in the Collaboration Secretariat and in MAtchUP for the needed information.</li><li>• Keep informed each other, i.e. in the internal written communication use the CC option of e-mail to include structural block leaders and any other partners that may be interested in the shared information.</li><li>• Hold planned meeting in the planned frequency and organize all the audio-meeting that are considered necessary for the well-performance of the Collaboration Secretariat.</li><li>• During the operative meetings, identify possible risks related to actions or objectives to prepare contingency plans.</li></ul>
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**Table 4.1: Detailed information of the mechanism for the internal coordination of the Collaboration Secretariat**



## 5 Conclusions

In this deliverable **D7.5** the **description of the Collaboration Secretariat** in MAtchUP is provided. Firstly, the general objectives of the Collaboration Secretariat are defined. Secondly, the structure and organization of the Collaboration Secretariat is delimited and to finish, the main procedures ongoing through the Collaboration Secretariat are detailed.

**The Collaboration Secretariat**, launched in the month 12 of the project, **has the purpose to maximise knowledge exchange, impact and replication of Smart Cities initiatives and projects through the collaboration of MAtchUP with the whole network of SCC**. Going into detail, the Collaboration Secretariat has four main **objectives** that are summarized as follows:

- 1) The Collaboration Secretariat aims to maximise the **knowledge exchange** with the whole network of SCC.
- 2) The Collaboration Secretariat has the purpose of **maximizing the impact** of Smart Cities successful cases.
- 3) The Collaboration Secretariat aims to maximize the **replication** of initiatives, projects, experiences in the field of Smart Cities.
- 4) The Collaboration Secretariat has the purpose of providing **added value** to existing initiatives through the exchange of results and/or tools developed in the context of MAtchUP WP7.

The **organizational structure** of the Collaboration Secretariat in the MAtchUP project is aimed at fulfilling these objectives and consequently is established in coherence with both the tasks planned within the WP7 and the main objectives and strategic action lines defined.

These five blocks are identified for the organizational structure of the Collaboration Secretariat in the MAtchUP project (see also the Figure 3.3):

- **Management of the Collaboration Secretariat in MAtchUP** [Related tasks: T7.1 / *Responsible: TEC*], applying the General Management Procedure.
- **Collaboration with Projects** [Related tasks: T7.2, T7.6 / *Responsible: CAR*], aimed at contacting and stablishing collaboration framework with other projects directly or indirectly related to Smart Cities topic.



- **Collaboration with networks and initiatives** [Related tasks: T7.3, T7.4, T7.5 / *Responsible: VTT & TEC*], with the purpose of contacting, joining and participating in different networks and initiatives related to Smart Cities topic.
- **Strategy & collaborative actions organization** [Related tasks: T7.1, T7.4 / *Responsible: TEC*], dedicated to events and workshops both for sharing MAtchUP learnt issues and for taking advantage of lessons learnt in other projects.
- **Communication** [Related tasks: T7.5 (T7.2, T7.3, T7.6) / *Responsible: ICE*], “closely related to the WP8 Communication and Dissemination”, the objective is to increase the impact of the Collaboration framework established communicating and disseminating events, results, documents...

And to finish, the **General Management Procedure** is defined to frame the general management of the whole Collaboration Secretariat. This General Management Procedure established the steps to be followed to ensure the well-performing of the Collaboration Secretariat, i.e. the needed tools for successful management based on coordination, communication and teamwork. Going into detail, the internal coordination, the responsible partners and the specific procedures (including all the needed operational characteristics of the procedures, such as frequency, duration, attendees, tool, and any other operational data) of the Collaboration Secretariat in the MAtchUP project are defined.





## Annex: Tasks and deliverables of the WP7

In the next Table deliverables and related tasks in WP7 are listed:

Deliverables		Submission month	Related Tasks	
<b>D7.1</b>	MAtchUP collaboration roadmap – 1 <sup>st</sup> version	M12	T7.1	Collaboration Secretariat
<b>D7.2</b>	MAtchUP Network of Interest: members, structure and calendar of activities	M38	T7.2	Collaboration with Lighthouse Cooperation Network
			T7.3	Collaboration with other EU initiatives (CITYkeys, ESPRESSO, SCIS, JPI Urban Europe, EIP-SCC)
			T7.4	Collaboration with COMO-JRC-CoM
			T7.5	Other networks of cities
			T7.6	Other SCC projects as NBS
<b>D7.3</b>	Recommendations to JRC-COMO-CoM <sup>3</sup>	M60	T7.4	Collaboration with COMO-JRC-CoM
<b>D7.4</b>	Results on Collaboration with other EU Projects (Lighthouse, NBS) and initiatives and other networks of cities – First version	M38	T7.2	Collaboration with Lighthouse Cooperation Network
			T7.3	Collaboration with other EU initiatives (CITYkeys, ESPRESSO, SCIS, JPI Urban Europe, EIP-SCC)
			T7.5	Other networks of cities
			T7.6	Other SCC projects as NBS
<b>D7.5</b>	MAtchUP collaboration roadmap – Final version	M38	T7.1	Collaboration Secretariat
<b>D7.6</b>	Results on Collaboration with other EU Projects (Lighthouse, NBS) and initiatives and other networks of cities – Final version	M60	T7.2	Collaboration with Lighthouse Cooperation Network
			T7.3	Collaboration with other EU initiatives (CITYkeys, ESPRESSO, SCIS, JPI Urban Europe, EIP-SCC)
			T7.5	Other networks of cities
			T7.6	Other SCC projects as NBS

**Table: Deliverables and Tasks in WP7**



**Task 7.1 Collaboration Secretariat [TEC]** (VAL, DRE, ANT, CAR, ICE, VTT)

The first objective of the project will be the creation of a Collaboration Secretariat which will centralise and define the roadmap for the cooperation activities with the other projects and initiatives. The Secretariat will deliver, at the beginning of the project, a collaboration roadmap defining the objectives, activities, responsible partners across the consortium and the main management procedures for this collaboration body. It will be periodically updated according to the progress of the cooperation activities.

**Task 7.2: Collaboration with Lighthouse Cooperation Network [CAR]** (VAL, LNV, DRE, ANT, SAM, DEM, VTT, ICE, TEC, OST, HER, SKO, KER)

All H2020 Lighthouse projects have already established a Cooperation Framework aimed at maximising impacts and alignment in cross-cutting issues, which at the end contribute to shaping the market of Smart Cities in Europe and ensures the potential replication of the solutions development, implemented and demonstrated. MAtchUP will be part of the group with full commitment to participate actively on the management and working groups. As part of these activities, and aligned with one of the main objectives of the project, MAtchUP will propose the creation of a specific task group on analysing the alignment of SEAPs/SECAPs with the activities in the Lighthouse projects dedicated to city transformation, integrated planning, impacts evaluation, etc. As part of these activities, MAtchUP will contribute through the participation in meetings, joint organisation of events, joint participation in conferences, webinars, etc.

**Task 7.3: Collaboration with other EU initiatives (CITYkeys, ESPRESSO, SCIS, JPI Urban Europe, EIP-SCC) [VTT]** (LNV, DRE, SAM, CAR, ICE, TEC)

The Secretariat will establish and foster cooperation with other SCC initiatives, as well as the cross-cutting actions of CITYkeys and ESPRESSO, with which technical results will be implemented in the fields of Smart City indicators and Standards for Smart Cities, and with SCIS, to which information will be provided to feed the indicators defined within this platform. Participation of technical partners, but especially from cities, will be sought.

In parallel, MAtchUP will collaborate with and utilize the results of other initiatives as the European Innovation Partnership on Smart Cities and Communities, the Coordination Group and ISO 37151 on Standardisation of Smart Cities Performance, the EERA Smart Cities, Mayors in Action and 50000 AND 1 SEAP.



**Task 7.4: Collaboration with GCoM<sup>3</sup>-JRC [TEC]** (VAL, LNV, DRE, ANT, DEM, CAR, HER, OST, SKO, KER)

Connected with the work developed within WP1, MAtchUP proposes the cooperation with the Global Covenant of Mayors Office (GCoM) and the Joint Research Centre (JRC) to transfer the results obtained through the development of the City Transformation Planning and the evaluation mechanisms developed in the project and implemented in the cities. Being the SEAP/SECAPs one of the main inputs of the planning of the city transformation, as well as one of the most important outputs, the feedback on how MAtchUP will support the review, monitoring, update and creation of SEAP/SECAPs will be exchanged with GCoM and JRC.

**Task 7.5: Other networks of cities [ICE]** (VAL, LNV, DRE, ANT, CAR, TEC, HER, OST, SKOP, KER)

In order to foster replication, the project will build-up a strong link with other existing networks such as EUROCITIES, ICLEI, Energy Cities, Polis, European Green Cities Network, Connecting Cities, etc. The aim is to disseminate the results from the project, especially the opportunities for replication in other European cities. In this sense a specific network of interest will be set up with not only European cities but also from other regions. The purpose is to check which of the proposed interventions are more interesting for other cities and what the chances to replicate them are.

This will also give a valuable input to participating partners to test with other potential sites their proposals. Possibly interested cities comprise Medellin (Colombia), Quito (Ecuador), Acapulco (Mexico), Putra Jaya (Malaysia), Hoi An (Vietnam), Jaipur (India) or Luanda (Angola), Due to the limited time and resources of most cities the focus will be given to provide networking resources, reports, webinars, etc. so that they can participate on remote basis. However, face to face study tours and conferences organized by the project will also give an interesting opportunity for them to participate (on their own budget) as speaker/contributor.

**Task 7.6: Other SCC projects as NBS [CAR]** (VAL, LNV, DRE, DEM, ICE, TEC)

The challenge of Nature Based Solutions (NBS) projects selected in the SCC2 calls is to provide a reference framework on NBS for regional and local city authorities about the benefits and viability to enhance climate through urban regeneration. The typologies of interventions are different from the ones in Lighthouse projects but there are a number of similar features that can reinforce each other. For instance, in everything related to replication methodologies, business models, evaluation systems, etc. MAtchUP proposes to launch a direct cooperation with the projects approved on SCC2 in order to contribute to the creation of new economic opportunities, with new



products and services to leverage investments, reduce regulative and administrative barriers and foster the development of local economies. Cooperating with the “communities of practice” from NBS projects will help to align interest and scope for enhancing the implementation of EU environmental policies.



## References

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