CIVITAS

Sustainable and smart mobility for all

2030

Summary Programme of Work and Capacity Building Handbook

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Responsible Author(s): Anne-Charlotte Trapp, Lucian Zagan Eurocities	
Responsible Co-Author(s):	
Jolien Bamps, Sanne Vanderstraeten, Jan Christiaens M21, Stefan Gabi Vectos, Reggie Tricker ICLEI	
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Abstract

The present capacity building handbook sets up the methodological framework for all activities designed to support the peer-to-peer exchange between cities carried out within the project. The overall aim of these activities is to foster the adoption and quick transfer of mobility innovation measures and strategies developed by the ambassador cities and the local affiliates. A designed version of this deliverable is provided in Annex.

List of beneficiaries

No	Name	Short name	Country
1	ICLEI EUROPEAN SECRETARIAT GMBH	ICLEI	Germany
2	EUROCITIES ASBL	Eurocities	Belgium
3	MOBIEL 21 VZW	M21	Belgium
4	EUROPEAN INTEGRATED PROJECT SRL	EIP	Romania
5	VECTOS GMBH	Vectos	Germany
6	ETHNIKO KENTRO EREVNAS KAI TECHNOLOGIKIS ANAPTYXIS	CERTH	Greece
7	STAD ANTWERPEN	Antwerp	Belgium
8	COMUNE DI BOLOGNA	COBO	Italy
9	BUDAPEST FOVAROS ONKORMANYZATA	MUNBUD	Hungary
10	STOCKHOLMS STAD	Stockholms Stad	Sweden

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Table of Contents

List of Figures

1 Executive Summary

The present capacity building handbook sets up the methodological framework for all capacity building activities carried out within the FastTrack project that aim to support the peer-to-peer exchange between cities, with the aim to prepare for the quick transfer and adoption of mobility innovation measures and strategies developed by the ambassador cities and the local affiliates. The first chapter of the handbook outlines the theoretical background, allowing for the selection of a set of methodologies that will be applied. Building on a long-standing experience of the consortium partners, the programme of work within FastTrack is dedicated to build capacity amongst city peers and it is therefore constituted by a set of peer-learning methodologies. The main learning methodologies to be applied throughout the five learning sequences have been selected to cover all learning types and to suit the aim of proposing learning activities which build both upon internal (Local Affiliates' based) as well as external expertise (e.g. operators or technology providers, funding organisations, academics and researchers, independent experts).

The six main learning methodologies incorporate a **webinar** – an online meeting for the exchange of knowledge, **study visits** – an on-site exchange method, **speed networking** – to interact with external solution providers, as well as **co-learning**, **co-creation**, and **peer-review workshops** – to allow for structured group work. Webinars are dedicated to primary discovery of learning content, while study visits and group-work methods are targeted at fostering knowledge by putting it into practice through the collective development of concrete solutions to challenges, as well as the evaluation of proposed solutions. Finally, speed networking allows to connect local affiliates with organisations, investors, or suppliers outside of the public sector, via physical or online meetings aimed at knowledge exchange in order to concretise the development of the individual innovative mobility solution promoted by each of the local affiliates.

The present deliverable provides the FastTrack project partners with all necessary information – and supporting documents as annexes – to organise their capacity building activities throughout the project duration. It is also aimed more generally at external practitioners who might need to set up a learning programme for cities or other local authorities and to whom this handbook will offer the necessary guiding principles. A designed version to be used on a recurrent basis is provided in the Annex of this deliverable.

2 Capacity Building in FastTrack

Capacity building describes the process which enables individuals and organisations to increase their knowledge skills and adapt their practices to act upon the challenges they face in their professional field. As such, it is primarily a learning process which differs from pure communication and dissemination of good practices in its participatory and interactive character. Capacity building is based on an exchange in which all parties can learn from each other's expertise.

In alignment with the concept of the Transformative Urban Mobility Initiative (which FastTrack coordinator ICLEI is a founding partner of), as well as previous project experiences from the project partners (such as CASCADE, CIVITAS SUMPs-Up, Covenant of Mayors, GuiDanCe, etc.), four objectives are to be achieved through capacity building in the context of innovative sustainable mobility deployment. First, it is a crucial mean to raise awareness amongst urban professionals and their organisations about the relevance of implementing innovative sustainable urban mobility policies, as well as their capability to do so. The second objective is the right transfer of information, as well as technical and procedural expertise, on how to reach sustainable urban mobility goals through innovation. Thirdly, capacity building aims at creating a community of committed practitioners that are equipped to drive the necessary institutional changes in their professional field. Finally, those systemic organisational changes trigger upscaling of sustainable mobility innovations and thus wider societal changes, to the final benefit of citizens (TUMI, 2020).

These four objectives shed light on the various levels at which holistic capacity building can happen (GIZ, 2009):

- At the **individual level,** the purpose is to develop and strengthen personal, social, technical, methodological, creative, organisational skills and expertise of urban professionals. Fostering comprehensive capacities of individuals through peer-learning processes, complemented by individual coaching and training, leads to improved personal performance of the professionals. Within FastTrack, all engaged professionals from the local affiliates and ambassador cities receive a tailored programme to develop their technical and procedural skills.
- At the **organisational level**, the goal is to increase the adaptability and performance of urban institutions. The focus lies on the managerial and financial strategies, the management of knowledge, the capacity for the organisation to improve processes and to adapt to changing contexts and new innovations, and thus upcoming challenges in order to be future proof. This is why the capacity building within FastTrack will tackle governance and invite the individual representatives of local affiliates to stepwise engage their colleagues and relevant authorities throughout the project duration. The project will provide carry-home kits (including PPTs, minutes, online documentation) on the Exchange Hub, which will facilitate the dialogue with the colleagues and other departments. The work here links particularly to the FastTrack Skills Stream on governance processes.
- At the **societal level**, the goal is to achieve greater cooperation, coordinated working, and partnerships between organisations and a variety of stakeholders of an urban eco-system. The improvement of governance and cooperation ecosystem is at the heart of the capacity building, as well as learning how to best adapt to the specific local conditions, seize opportunities to best respond to the local needs. To do so, FastTrack will allow local authorities to connect with suppliers and investors to build up an ecosystem ready to deploy an innovative mobility measure. This also links further to the work in WP4 regarding the

creation and exploitation of recommendations from the learning experiences in FastTrack cities.

This Capacity Building Handbook is the result of the assessment of various capacity building methodologies that have been applied in programmes and projects for urban practitioners' overs the last ten years.

The set of capacity building methodologies selected, as well as their application into a structured learning programme, builds upon the promise that formalised learning programmes "can assist with the capture and application of explicit knowledge, and they can also provide a framework within which more informal, boundary-crossing, social mechanisms of organizational learning can take place" (Rashman et al., 2009, p. 482). It is also based on the long-standing experience of Eurocities in this field and the knowledge matured in projects like CASCADE, Covenant of Mayors, Green Digital Charter, VALUES, CONNECTION, among others.

2.1 Peer-to-peer learning methodology

The FastTrack capacity building approach is based on the peer-to-peer learning methodology. Peer-to-peer learning is an excellent instrument for improving the implementation of cities' policies and strategies. It is based on the idea that people who work on similar issues and have similar roles and working backgrounds in their cities can share experiences and learn from each other. These people are usually called "peers" and can be city experts, decision makers, or local stakeholders. "Peers" share a common understanding of and interest in implementing sustainable urban mobility projects and policies in their cities. In many ways, they face similar challenges, need to find solutions to similar problems, and look for corresponding solutions, projects, and alliances. Hence, sharing experiences and solutions with each other can help them to improve their projects, organisational structures, and ways of thinking and working. Peer-to-peer learning is part of a wider collection of training methods that cities can use to exchange knowledge and best practices. The figures below inform some of the choices FastTrack will make about when to deploy learning and how.
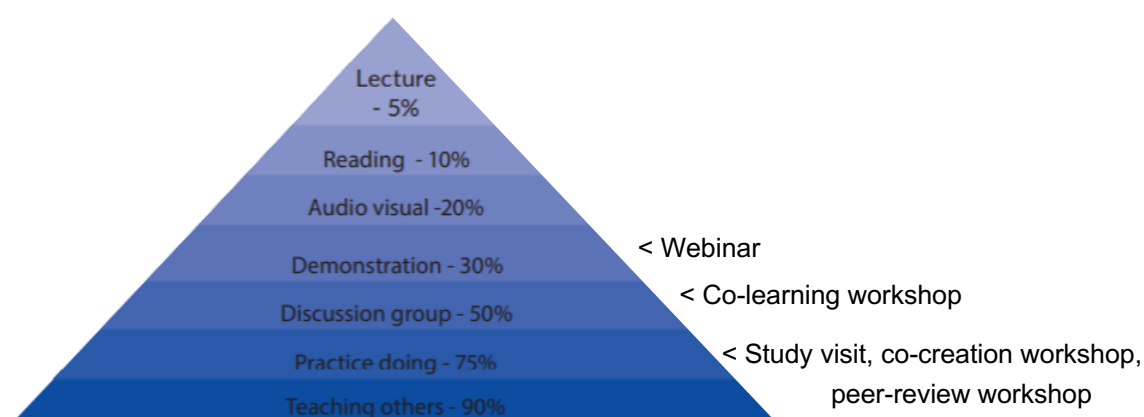
Figure 1 Average learning retention rates
(Bligh, 1998, p. 123; quoted in Wood, 2004, p. 4)

What does it mean to be a peer?

1. I am willing to share information
2. I am willing to learn
3. I am open to questions
4. I am open to highlight encountered difficulties

Figure 2 Golden rules for acting as a peer

2.1.1 Adopt methodologies that apply to different learning types

Not all peers correspond to similar learning types. To reflect that, the capacity building methodologies selected for the FastTrack learning programme are inspired by the peer-learning experiences of projects related to social innovation and integration policies (i.e., VALUES and CONNECTION), which highlighted the importance of adapting methods to learning types. To make sure the capacity building program is balanced and fitting all practitioners involved, it combines methodologies that fit the following learning types:

- **Activist:** learning by doing, act before thinking, dive in.
- **Theorist:** like instruction and manuals, need theory before praxis, clear learning objectives.
- **Pragmatist**: need to apply learning in the real world, need to put theory in practice, trying and testing.
- **Reflector:** observation and reflection, absorb information from multiple resources.

Each of these learning types have implications on the type of method that is to be used to achieve the greatest learning outcome. The following types of activities are to be used to adapt to each learning type:

- **Activist**: brainstorming with others, problem-solving with others, having group discussions, meeting and talking to people, role play.
- **Theorist:** reading manuals, stories, quotes; looking at models, statistics, facts; gathering background information; reading and analysing material.
- **Pragmatist**: thinking about how to apply theory to reality, case studies which show how theory works in practice, problem-solving discussion, time out to think and process theory.
- **Reflector**: observing activities, questionnaires to prompt analysis, time out to think and reflect, getting feedback from others, coaching and interviewing others, small discussions.

It is recognised that at any particular time, any of the learning methods deployed may not be 100% suitable for any particular individual, but over the course the project the diversity of the methods used means there is something that suits everyone and for them to be inspired by.

2.1.2   A programme of work in five phases

The FastTrack programme of work is divided into five learning sequences, each with a defined objective to achieve. While the first three learning sequences aim at inspiring and gathering knowledge, the two final learning sequences foresee a stepwise application of the knowledge gathered, resulting in the production of a deployment plan. This progressive transition from learning to applying also translates in the capacity building methodologies used at the various stages of the project. Additionally, the programme of work foresees some flexibility and personalised learning programmes through the FastTrack Fund. Local affiliates may apply for a share of the fund in order to receive, for instance, an in-person training or for performing a work-shadowing visit.

Figure 3 The five sequences of the FastTrack learning programme

2.1.3   Learning activities build on six main methodologies

As a result of the assessment of various methods and the FastTrack needs assessment performed as part of WP1 (D1.1 and D1.2), six main methodologies have been selected, each with a specific purpose and role in the learning process:

- **Webinars**: Allow to coordinate the work within each cluster community and to further elaborate and learn about specific technical or horizontal skills in-between the Capacity Building Weeks (CBWs). Webinars ensure a continuous learning and exchange process across the project lifetime.

- **Study visits**: Ensure an in-depth and on-site knowledge exchange about the measures implemented in the Ambassador Cities. Each capacity building week is intended to include a study visit.

- **Co-learning workshops**: Will be organised as part of the Capacity Building Weeks in various forms, according to the focus theme and the experts involved. The co-learning workshops will be the main method allowing to collectively train the cities on a number of cluster-specific themes, as well as horizontal skills.

- **Co-creation workshops**: Will be organised as of the second Capacity Building Week as a method which allows a common elaboration of a solution to a given local challenge or as a mean to jointly elaborate a deployment plan.
- **Peer-review workshops**: The fourth Capacity Building Week will contain peer-review workshops in each cluster, in order to jointly assess the quality of the drafted deployment plans.
- **Speed networking**: The first Capacity Building Week will allow for individual meetings between local affiliates and innovative mobility solutions suppliers.

These methods will be complemented with learning tools that each city representative can use in a flexible way. These tools include a dedicated online Exchange Hub, e-courses, and videos. Finally, on a case-by-case basis, cities can also benefit from another set of dedicated learning methodologies by applying for a share of the Activity Fund.

The following chapter explains each of the peer-learning methods individually, their format, as well as their precise application in the FastTrack project. The subsequent chapter 4 presents the tools city representatives may use in a time-flexible manner. Chapter 5 outlines the learning methodologies from which cities can benefit on an ad-hoc and tailored basis throughout the project duration. The annexes provide templates and checklists necessary to plan and implement the main learning tools outlined in chapter 3 and shall be beneficial to the Ambassador Cities and the technical support partners for organising the peer-learning activities within each cluster.

3 The FastTrack Joint Learning Toolkit: Six Main Learning Methodologies

This chapter outlines the six main learning methods that will be used during the main learning activities organised during the Capacity Building Weeks and the intermediate learning activities, organised online in between, as defined in the Programme of Work (D1.3). For each, a general description of the method and its core objectives are offered, allowing any practitioner to run their learning programme with cities. The precise application in FastTrack shall help partners and Ambassador Cities to organise their respective activities. Proven examples from previous projects show the potential each method bears. Finally, supporting templates are provided in this deliverable's annexes, including agenda templates, planning checklists, and various other templates to be used in preparation or during the activities.

3.1 Webinar

3.1.1 Format

A "webinar" is short for "web-based seminar", which is an online meeting for the exchange of knowledge. Webinars are a powerful medium for reaching small as well as larger audiences.

3.1.2 Objectives

A webinar has the major advantage of being easy to access as well as convenient, which allows for professionals to easily fit concentrated hours of learning and exchange into their agenda. The effectiveness is increased as it avoids the need for travelling, allowing to connect professionals from all over Europe, which is an important advantage for international networks and projects. At times when physical meetings are difficult or impossible to be organised (as with the current COVID-19 pandemic), webinars can be used as an alternative to in-person meetings and capacity building activities.

The webinar format is a powerful training and knowledge sharing tool, as it allows to introduce and discuss in-depth complex issues, such as the ones innovative mobility solutions are a response to. Being in their work environment, the audience can concentrate on the issue at hand. Setting precise objectives and well-framed and specific topics for discussion allow for high learning outcomes. The subject of a webinar shall thus be selected carefully and specific needs of the target audience need to be tackled adequately in order to have a genuine added value.

3.1.3 Methodology

To ensure as much interactivity as possible, various technical tools should be deployed, including a collaborative whiteboard, the possibility for sharing the screen, interactive discussions aided by real-time feedback, etc. The prior coordination and briefing of the speakers and experts intervening are essential to ensure lively exchange between speakers and participants. The moderator shall be preparing targeted questions to the audience, linking as much as possible their interest with the input provided by the speakers to animate the discussion. Finally, webinars need to be hosted by skilled, knowledgeable experts in their field. They should be able to speak confidently about the chosen subject. Subject matter expertise is also important for answering questions from the audience, including addressing unexpected issues that might arise.

Tips:

- Use icebreakers to introduce participants.

- Never exceed 20 min. presentations.

- Give as much room for exchange as possible: remember paternalisms often leads to passivity.

- If possible, invite a professional live illustrator to summarise the meeting into an attractive and comprehensible graphic.

3.1.4 Facilities

- Various online tools can be used for that purpose, such as software for online meetings or webinars as Zoom, Microsoft Teams, Webex by Cisco, GoToMeeting / GoToWebinar, Google Meet (they each come with specific useful features).

- Online facilitation tools: online collaborative whiteboards (such as MURAL, Miro, Google Jamboard), breakout rooms (this is a feature of many virtual meeting platforms), real-time interactive feedback through online quizzes (Mentimeter, Slido, Kahoot!).

3.1.5 Application in FastTrack

The proposal for the content of each webinar may come from the involved Ambassador City, the Local Affiliates, or the Technical Support Partners. The subject of each webinar shall be selected according to the strategic priorities and needs of the thematic clusters, as well as the learning sequence in which it is embedded. To estimate the knowledge gained through the webinar (KPI 12), an online quiz shall be set up at the end of each webinar, asking participants to estimate their knowledge increase. As a follow up to the webinar, with the agreement of the participants, the recoding will be made available on the Exchange Hub, together with the presentations and minutes (see template in Annex 6.7). The active engagement will also be monitored during the intermediate activities (see KPI 11). Short quotes from the webinar can be shared on social media to raise awareness and interest beyond the FastTrack community. For the detailed checklist on how to organise a webinar, see Annex 6.1. The webinar agenda template can be found in Annex 6.1.

Two kinds of webinars will be organised, in-between the Capacity Building Weeks:

- **Peer-learning webinars** will focus on technical-specific aspects linked to best practices and innovations from the Ambassador City and Local Affiliates within the topic clusters. Experts, researchers, students, or external cities might also be invited to participate as presenters, for cross-fertilisation purposes in relation with the FastTrack implementation and learning process. As of the second learning sequence, one remote peer-learning webinar will be organised per cluster, which means a total of 16 webinars for all thematic clusters combined throughout the project duration (see also D1.3).

- **Horizontal-topic webinars** will tackle the horizontal learning needs around funding, procurement, digitalisation and (big-)data management, governance, planning, co-creation and behavioural change etc. As of the second learning sequence, three horizontal-topic online sessions will be organised per learning sequence, which means 12 sessions over the entire project duration (see also D1.3).

> **Feedback on a webinar organized as part of CIVITAS SUMPs-Up:**
>
> "It was possible to have contact with a large sample of cities from different countries, from northern to southern Europe, which allowed an enrichment in information and shared actions developed in different cultures and societies." (SUMPs-UP, 2020)

3.2 Study Visit

3.2.1 Format

Bring challenges and approaches alive, that is the motto of study visits. Study visits offer groups of experts, decision makers, and other stakeholders from one or more cities (the visitors) the opportunity to visit another city (the host) and see first-hand the challenges the later faces or how it has successfully implemented its plans, policies, projects, or specific solutions. It facilitates the exchange of experience and knowledge between cities in a dynamic and interactive way.   Participants get a better understanding of local projects and initiatives through direct interaction with key local stakeholders and decision makers.

3.2.2 Objectives

This method allows visitors to view successfully implemented projects, initiatives, or measures, learn about the context and local legacy, as well as about the history of any given project, get an overview from planning to implementation and insights on challenges and barriers encountered along the way and how they were overcome.

Through on-site exchanges, participants get useful information and ideas about how to improve their own existing projects or how to initiate new ones. Although the visitors are the main beneficiaries of a study visit, it can benefit the host city as well. The host city has the opportunity to showcase itself and demonstrate its successful projects and initiatives to visitors. Confronting and discussing their policies and measures with counterparts from visiting cities allows to shed different lights and to see their own achievements from a different perspective. The way the visitors experience the showcased approach, new and critical ideas about it can help the host city to further improve its project(s)/initiative(s).

The study visit can benefit both city experts and decision makers, and even other local stakeholders (managers of public companies and operators, citizens' associations, local companies, technology providers, etc.). However, participants should preferably be decision makers or experts who can use the knowledge gained to improve working patterns in their own city. It should also not be underestimated that the social aspects can help reinforce professional networks and help set up a basis for long-standing connections and exchange of ideas between individuals and their organisations in the longer term.

3.2.3 Methodology

Structured around a mix of practical and theoretical activities, the study visit offers the visitors the opportunity to see in praxis how projects are implemented and learn from the host city. For the practical activities on site, walk and talk methodologies can be applied to stimulate discussion and catch the impression from participants while they discover a given urban space (see Spicksley, 2018 and Lyseight-Jones et al., 2020). For all transfers from one site to the another and all other things being equal, consider the safest and less traffic-intensive routes.

Short presentations help introducing participants to a measure or a specific context. The site visits constitute the key moment where attendees see and experience the policy or measure. The closing transferability discussions allow to take a critical step back, give feedback, ask questions and assess the transferability of the projects and measures seen. These are a particularly important but often overlooked aspect, as highlighted, for example, in the work of the CIVITAS Handshake project, in which both FastTrack partners ICLEI and M21 have been involved (CIVITAS Handshake, 2021).

Due to the current COVID-19 pandemic, any study visit organised must ensure that all safety and health conditions are met, allowing for enough social distancing and as much outside activities as possible.

Tips:
- Have a detailed and clear agenda.
- Don't over-showcase.
- Context information is important.
- Move by foot or bike.
- Select quiet spots for explanation moments, so that everyone is able to hear clearly and safely .
- Integrate a user perspective if possible.
- Showcase also the challenges and how you approached them.

Tips if online:
- Collect information about shared best practices ahead of the meeting.
- Use a variety of video materials, street view, recorded interviews, etc. If possible, use Go Pro video materials made by users.
- Allow participants to have exchanges with the local experts, stakeholders, users.
- Plan for hybrid events where a video is shown and where there is room for interactive questions afterwards.
- Think of a Google Maps tour, where the highlights of the visit are indicated and presented via a short video, so that visitors can have a "digital walk".

3.2.4 Facilities

- Meeting room equipped with laptop, projector, screen, and clicker for presentation and peer-discussion
- Whiteboard with stickers for the peer-discussion
- Consideration of personal equipment needed for the study tour (such as water, umbrellas, suitable clothing) and adequate planning of rest facilities on route
- Microphones and headsets/speakers for large groups
- Photo and video recording devices.

3.2.5 Application in FastTrack

Each Ambassador City will be hosting study visits during the Capacity Building Weeks. The Ambassador City shall ensure to organise site visits which cover the interests of the four clusters. The content and selection of sites shall be cross-checked by the cluster leads (Ambassador Cities and Technical Support Partners) together with Eurocities, as coordinator of the learning programme. The detailed checklist and agenda templates can be found in Annex 6.2. For the transferability session, templates are available in Annex 6.2 as well; these allow participants to assess the transferability of the measures shown. Pictures, supporting materials for discussion, and minutes (see Annex 6.7) shall be provided as follow-up to participants. The learning engagement (KP 11) will be reported in the minutes. Feedback from participants will be gathered through the Innovation Diaries.

Shall there be further need, participants can apply for a share of the activity fund to attend a study visit hosted by a local affiliate.

Feedback from the CIVITAS SATELLITE study visit in Cologne, April 2019

Representatives from the city of Bristol took home the motto of the trip: "Clone Cologne!" After an intensive exchange with Cologne, Bristol has launched the process of establishing mobility hubs in their city. Relevant data shared by Cologne helped Bristol demonstrate how mobility stations have fostered a modal shift away from car use, exactly the evidence base that Bristol was looking for: "We are now making good progress in developing the concept for mobility stations in Bristol" (CIVITAS SATELLITE, 2020).

3.3 Speed Networking

3.3.1 Format

A speed-dating event is a way to get to know a lot of relevant people, suppliers, companies, stakeholders in a very short period of time. Participants get the chance to get a better idea of what they have to offer or of what you could learn from them and, if that matches one's need, one can contact them again after the speed dating event.

3.3.2 Objectives

Thanks to this method, one is able to gain a lot of knowledge in a very time efficient way. Looking for relevant suppliers/solutions/stakeholders can be very time consuming, contacting all of them to have a good comparison and asking them question even more. However, it is very important to get in touch with the right organisations or partners that can fill in your needs to cooperate with. That is why this method offers a unique chance to the participants and an efficient way to meet their needs.

3.3.3 Methodology

There are different ways to organise a speed-dating event. To describe these methods, we will make the assumption that the knowledge exchange will take place between local authorities and suppliers of sustainable mobility solutions. However, this can be adapted to every kind of stakeholders taking part in the knowledge exchange.

▪ **Pitching followed by a speed dating concept.** First, the suppliers can give a short, "elevator pitch", so that the Local Affiliates have already an idea about whom they are going to meet. Afterwards, the suppliers take place at different tables that are set up in a large circle or a clear line. The Local Affiliates take place at the table of a supplier in turns, proceeding to the next supplier after five minutes. Five minutes is rather short, but it gives them the chance to ask a few questions that help them deciding whether they want to learn more about the respective supplier or not. Vice versa, the supplier can make a first assessment whether they are able to meet the needs of the respective Local Affiliate. This time can be adapted according to the number of participants and the type of questions that need to be answered during the speed date.

▪ **Speed dating with short information on the people you will meet.** Instead of pitches, you can also foresee a flyer or information card about each supplier.

▪ **Matchmaking.** If there is a large group of suppliers and a large group of Local Affiliates, you can match them before the speed dating event depending on needs and solutions offered.

▪ **Marketplace.** A more casual way of the speed dating method is to organise a marketplace, in which various solutions offered by suppliers are displayed. In this case, one can still meet and compare a lot of suppliers at the same time, but there is more freedom in which ones a Local Affiliate might want to approach. This can also be seen more as a networking event.

Tips if online:

- Use a good and user-friendly software to organise the event.
- Make an online agenda for each supplier and let cities plan an appointment with them.
- Take enough time for the event and between the different speed dates.
- Spend enough time on the explanation of the workshop 'logistics": how can they go to their different "dates".
- Make sure there is someone available to help with technical issues.
- Constantly keep an eye on the general mood and energy level. If the energy level declines, one may try a short interactive exercise or ask the group if a short break is needed.
- Use an online platform that allows for breakout rooms.
- Ask one of the participants to wrap-up the breakout rooms.
- Support the co-learning work through online whiteboards, with templates to fill in.
- Invite a professional synthesis drawer to visually summarise the discussions.

3.3.4 Facilities

▪ Depending of the format you choose, different facilities may be necessary.

▪ A big conference room is needed for a pitching or a marketplace event.

▪ For the speed dating itself, one or more rooms with tables and chairs are necessary.

▪ If you want to organise an online speed dating event, you can find some ideas in the tips box.

3.3.5   Application in FastTrack

In FastTrack, different Capacity Building Weeks are organised. As part of the first CBW, a meet the suppliers event will be organised, that brings together the suppliers in our Supplier Register on the Exchange Hub. It is one thing to have a list of relevant suppliers but being able to meet them and ask questions live is even better. To make sure that the Local Affiliates who are involved in the FastTrack project get a good idea of the suppliers and what they have to offer, we propose this method in order to make sure they are able to interact with the suppliers and their offer. An organisational checklist as well as an agenda template are provided in Annex 6.3.

3.4   Co-Learning Workshop

3.4.1   Format

Co-learning workshops have a strong focus on interactive and collaborative learning, which makes it a learning format with high added value. During co-learning workshops, participants examine in depth a case study, an innovative solution, the implementation or potential impact of a specific measure, a technique, process, or policy. Following the presentation(s), participants discuss in a structured and guided way about the lessons learned and how to apply them to other urban contexts, such as their own, about the implementation challenges and barriers they foresee, or about the cooperation with specific stakeholders.

3.4.2   Objectives

Co-learning workshops are a first step to approach new knowledge through collective questioning of policy measures experienced elsewhere and reflecting on the possible application in other urban contexts. They are thus an efficient method to discover new policies and measures, and to start building up capacity.

To do so, attendees learn in the first place from the experience of an expert or a peer that has piloted an innovative approach or from analysing an innovative measure with potential promising results, to then capitalise on the collective reflections and lessons learned from the other peers involved in the discussion. The method thus has a collective training function.   The identification of success factors helps to (rapidly) assess the transferability, scalability, or replication of the innovative approach to other urban contexts. The identification and discussion of challenges and obstacles in the implementation process and how to overcome them are essential to increase the added value of this collective learning process.

3.4.3   Methodology

- Presentation of a case study, measure or innovation.
- Organise parallel world café rounds facilitated by an expert on the topic and an expert on the process. Each group discussion is question led.
- Share group discussions results in plenary.
- Individual transferability, implementation assessment.

3.4.4 Facilities

- Meeting room equipped with laptop, projector, screen, and clicker.
- Whiteboard with pens and post-its.
- Min. 25 chairs, set up in semi-cycle rows, facing the screen.
- Tables for group work in the room or in an adjacent space.

3.4.5 Application in FastTrack

In order to guide the planning of the various co-learning workshop types, a checklist and an agenda template are available in Annex 6.4. Furthermore, the template to be filled in ahead of the workshop by the local affiliates or experts presenting can be found in Annex 6.4 as well. All materials, PPTs, minutes (see Annex 6.7) shall be shared as a follow up to the workshop. Feedback from participants will be gathered through the Innovation Diaries.

Four applications of the co-learning workshop:

> **Tips if online:**
> - Shorten the overall workshop or split the programme over two days: 9:00 -11:00.
> - Use ice breakers to introduce participants.
> - Never exceed 15 min. presentations.
> - Give as much room for exchange as possible: remember paternalisms often lead to passivity.
> - Foresee enough breaks.

Half days (4 hours)	Replication workshop	Peer-learning workshop	Technical learning workshop	Learning from private innovators
Objectives	Learn about replication methods and reflecting upon the content of the first replication activities	Learn and give advice on case studies	Learn and give advice on technical, procedural, and managerial expertise.	Learn about new innovations and asses their uptake potential.
Who's presenting	Eurocities	Presentations are made by city peers.	Presentations are made by technical experts on business models, governance, data management, technical innovations, etc.	Private companies pitch their innovations.
Specifics of the different workshops	The workshop aims at providing the necessary information	The workshop allows to collectively learn about the experience of	The workshop allows to collectively gain in-depth knowledge about	The workshop allows to go a step further compared to pure pitch-sessions, in

	about the learning programme that will lead the work within FastTrack. Participants shall be collectively addressing the types of methods they will be using and identify in groups the first content to address.	one or several peer cities, through the presentation of a case study and the structured discussion of the presented case. Students can be invited to contribute to the workshop.	a technical specificity or process through a presentation and the structured discussion of the presented expertise. Students can be invited to contribute to the workshop.	allowing for collective analysis and questioning of the innovations pitched. The structuring questions shall focus on the impact as well as barriers and enabling factors to uptake the pitched innovation.
When	September-October 2021	1st-5th CBW	1st CBW 2nd CBW 3rd CBW 4th CBW	1st CBW 3rd CBW

Feedback from GrowSmarter replication workshop in Graz, June 2018

Participants to the workshop made clear that it "had major success with implementing a replication workshop sharing knowledge from GrowSmarter with local stakeholders. It was very useful to have experts from Lighthouse Cities joining us in Graz to give impulses for decision-makers and experts to be in touch with each other." (GrowSmarter, 2019) This experience shows how local workshops can act as catalysers.

Green Digital Charta Workshop for cities' experts on assessing privacy in smart cities, May 2018

The workshop was designed to help cities' data experts to understand the concepts and processes necessary for the data management chain within a city administration, taking care of citizens' privacy while delivering smart services. Twenty participants from 14 cities were involved in learning how to conduct a privacy impact assessment based on four concrete use cases.

According to the attendees, "this challenge-based approach of the training allowed us, city officers and experts in the digital and smart city field, to brainstorm together using a concrete example channeling the exchanges. The certificate issued for each attendee was a real plus to certify the newly gained competences." (GuiDanCe, 2018)

3.5 Co-Creation Workshop

3.5.1 Format

For the co-creation workshops, the focus is on action learning. It differs from co-learning insofar as it fosters and broadens existing competence and knowledge by applying them to concrete cases. Participants work together in a workshop to co-design possible solutions to real cases of complex social challenges in cities. A specific city challenge is presented, discussed, and explored through situation-based group work. The workshop results in a set of ideas for actionable solutions that the representatives from the city concerned by the given challenge could take back home and consider acting upon. The logic is to generate ideas based on field experience and knowledge gained through previous workshops, to provide a fresh perspective to help a city that is looking out for innovative ways to tackle a pressing challenge it faces.

3.5.2 Objectives

- Co-creation workshops are best used as second capacity building steps, to foster knowledge gained individually though readings, webinars, or co-learning workshops by applying it to concrete situations.
- Formulate more effective and efficient responses to a critical challenge of a city, in a collaborative learning process, with inputs from different cities and experts. Build a common response to a challenge.
- Learn how to implement measures and policies by collectively elaborating, and thus co-creating, a plan on how to put them in place.

3.5.3 Methodology

- Local representatives present their city challenge to the participants in their group.
- Each real case is presented, discussed, and explored through situation-based group work. The group works are facilitated by an expert on the process and on the topic.
- At the end, in a plenary session, rating sheets can be used as a facilitating tool to identify which proposal receives the greatest support.

3.5.4 Facilities

- Meeting room equipped with laptop, projector, screen, and clicker.
- If organised outdoors, the setting must foresee spaces to work in groups and write or type.
- Whiteboard with pens and post-its (to be used for the final rating of ideas, for instance).
- Min. 25 chairs, set up in semi-cycle rows, facing the screen.
- tables for group work in the room or in an adjacent space.

Tips if online:
- Shorten the overall workshop or split the programme over two days: 9:00-11:00.
- Use ice-breakers to kickstart the discussion, interaction must be even more gradually constructed if online.
- Never exceed 15 min. presentations.
- Foresee enough breaks.
- Constantly keep an eye on the general mood and energy level.
- Use an online platform that allows for breakout rooms.
- Support the co-creation work through online whiteboards, with templates to fill in.
- Invite a professional synthesis drawer to visually summarise the discussions.
- Use interactive maps or map-based surveys (e.g., Maplix).
- Before the meeting, send a package of materials that the participants can use during the workshop.

3.5.5 Application in FastTrack

Two applications of the co-creation workshop:

Half day (4 hours)	Co-create a solution	Co-create a deployment plan
Objective	Learn how to solve a local challenge by collectively constructing an innovative solution to it.	Learn how to quickly deploy innovative mobility solutions by collectively drafting a deployment plan for a given innovation.
Specificity of the workshops	The workshop starts with the presentation of a given local challenge. After a thorough analysis, the peers are split in situation-based working groups to develop solutions responding to the initially stated needs. The whole workshop is facilitated by the Technical Support Partners. Experts and students can be invited to contribute to the workshop.	The workshops starts with instructions on the benchmarks to be followed for developing a deployment plan. The peers are then presented with an innovation for which they need to develop a deployment plan. Peers are guided throughout the planning steps by the Technical Support Partners.
When	2nd CBW 3rd CBW	3rd CBW

Annex 6.5 contains a checklist and an agenda template to facilitate the planning of the activity. Additionally, Annex 6.5 also contains the templates to be used during the session to guide the group work. Both the *Template proposal poster: Find an innovative solution to a challenge* and the *Template proposal poster: Build a Deployment plan for a solution* shall be filled out during the group work and presented at the end of the session. All materials, PPTs, minutes (see Annex 6.7) shall be shared as a follow up to the workshop. Feedback from participants will be gathered through the Innovation Diaries.

Glasgow Social Innovation Lab, March 2019

On 25-27 March 2019, more than 50 cities met in Glasgow to address the new and emerging social challenges in cities through co-learning and co-creation of innovative solutions. Amongst the notable outcomes of the co-creation workshop, one can highlight Athens' advice to Glasgow to take the Brexit crisis as an opportunity to redefine their positive integration narrative (for the detailed story, see Eurocities, 2019).

The effectiveness of this method has been further acknowledged by Gothenburg, who replicated the model of the Social Innovation Lab.

3.6 Peer-Review Workshop

3.6.1 Format

The peer-review workshop is the most rigorous method presented in this guidebook. In the peer-review workshop, a group of people from different cities (experts, decision makers, stakeholders) is brought together to jointly evaluate, against a benchmark, the performance of the host city. These people are usually called "peers", as they work on similar issues in their cities' administrations and they have similar working backgrounds. The peer group follows a structured and well-defined procedure for assessing the performance of the host city. It first has a thorough desk review of its self-assessment report and then has an on-site exchange with the host city to seek further evidence. After putting together all evidence, the peer group draws conclusions about the host city's performance and suggests improvements to help strengthen its local policies.

This is not just an appraisal method. It is also a process of peer-to-peer learning and exchange of experience. Peers not only assess the performance of the host city, but also share their experience and know-how while they bring new knowledge and skills back to their cities.

The benchmark is a list of criteria ("key factors") that allows a city to assess the implementation of specific policies or a plan. It describes an ideal or desirable standard against which the actual performance of the city can be compared. It is also a source of ideas and inspiration for improvements.

3.6.2 Objectives

- The peer-review gives cities the opportunity to get an external in-depth appraisal of their work and gain valuable insights into how to improve it. Its key strength is the "peer group" itself, as opposed to experts with tailor-made solutions. Peers share their own experience in addressing the challenges and delivering solutions, which makes their contribution highly important. Aware of the difficulties involved in delivering plans and policies, the organisational barriers, the complexity of the decision-making process, the financial restrictions and sometimes the scepticism of citizens, peers face similar challenges and have to overcome similar barriers, which is essential when advising and appraising the work of the host city.

- For peers: by reviewing the work of the host city, the peers gain a deep understanding of the main drivers, challenges, and solutions, of the local plans and policies, which can help them to further improve their own work back home. Furthermore, as the peers present and discuss their own experiences with the hosts and other peers during the visit, they might also get relevant feedback.

3.6.3 Methodology

- Ahead of the workshop, the local affiliate or ambassador city whose deployment plan is reviewed provides the draft deployment plan, including references to critical elements.

- The peers get the benchmark against which to assess the plan (provided by the organisers).

- The peers first start with a desk review (ahead and during the workshop), which is then complemented by an in-depth exchange with the peer reviewed partner.

- After recording all the evidence, peers analyse it in groups and present their findings and recommendations.

- The peer-review can end with a workshop where the findings are used to assess how those recommendations can improve the plans developed by of the reviewed peers. The world café method used for the co-learning workshop can be adopted here as well.

3.6.4 Facilities

- Meeting room equipped with laptop, projector, screen, and clicker.

- Whiteboard with pens and post-its.

- Min. 25 chairs, set up in semi-cycle rows, facing the screen.

- 5 tables for group work in the room or in an adjacent space.

Tips if online:
- Shorten the overall workshop or split the programme over four days: 9:00-11:30 .
- Use ice-breakers to kickstart the discussion, interaction must be even more gradually constructed if online.
- Never exceed 15 min. presentations.
- Foresee enough breaks.
- Constantly keep an eye on the general mood and energy level.
- Use an online platform that allows for breakout rooms.
- Support the co-creation work through online whiteboards, with templates to fill in.
- Invite a professional synthesis drawer to visually summarise the discussions
- Invite students to ask critical questions or to challenge the participants.

3.6.5 Application in FastTrack

During the Capacity Building Week 4, city representatives will be invited to peer review the Deployment Plan of one of their peers. Two days of the CBW programme need to be foreseen for this activity. Either Ambassador Cities or a Local Affiliates can volunteer to have their Deployment Plan peer-reviewed. This implies providing their draft deployment plan six weeks ahead of the Capacity Building Week. The checklist available in Annex 6.6, and the agenda template, shall be used to plan the activity. To peer-review one concrete Deployment Plan will allow Local Affiliates to provide peer advice to improve the Deployment Plan, on the one hand, and to gain further knowledge and expertise to finalise the drafting of their own plan, on the other hand. Four plans will be presented in plenary, followed by an in-depth peer-review insmaller groups of 5 to 6 peers. The results of the review will also be presented in plenary. The benchmark used for peer-reviewing the Deployment Plans will be based on the action points for Local Affiliates provided in D2.3. All materials, PPTs, minutes (see Annex 6.7) shall be shared as a follow up to the workshop. Feedback from participants will be gathered through the Innovation Diaries.

CIVITAS Handshake mentoring programme

The Handshake project runs a mentoring programme between three "Cycling Capitals" and ten "Future Cycling Capitals", which FastTrack partners Mobiel 21 and ICLEI are involved in facilitating. Clear words from a mentor: "We hope to use our experiences to guide Riga, Helsinki, and Manchester on their mission to become top cycling cities. Looking at them, we see similarities and differences. No doubt, our different political and organisational cultures will make the mentoring process challenging at times. Yet the understanding we'll gain by overcoming these together will aid stakeholder engagement in our own cities." (CIVITAS Handshake, 2019)

CASCADE peer review visit in Tampere

During the CASCADE peer reviewing process, twenty peers gave Tampere recommendations on all the key factors of the CASCADE benchmark. Some were organisational aspects (e.g., appoint someone at senior level as the ultimate responsible for energy, climate and sustainability issues), others were methodological, and therefore more easily implemented, like improving the methodology used for evaluating the cost-effectiveness of CO_2 emission reduction measures. One other important recommendation was to deepen the cooperation with the Tampere Power Utility and get them on board with the city's goals. It was also recommended to include short-term goals into their Sustainable Energy Action Plan (SEAP), to make it easier to monitor and evaluate.

From the reviewers: "Tampere was doing a lot of good work and had come a long way in a relatively short time. Also for us, as visiting peers, much time was given to be inspired from one another." Representatives from Tampere "were really happy to have this opportunity to get a thorough outside assessment of their work" and went straight into the implementation of the recommendations by internally assessing what was actually possible and, after that, the actual change could begin (CASCADE, 2013).

3.7 Application During the Capacity Building Weeks

CBW 1 (online)	Day 1	Day 2	Day 3	Day 4	Day 5
Morning	Arrival	Speed networking	Co-learning workshop 1	Co-learning workshop 3	Departure
Afternoon	Plenary session	Online Study visit	Co-learning workshop 2	Plenary session	

CBW 2 Stockholm	Day 1	Day 2	Day 3	Day 4	Day 5
Morning	Arrival	Study visit	Study visit	Co-learning workshop 2	Plenary session
					Departure
Afternoon	Plenary session		Co-learning workshop 1	Co-creation workshop 3	

CBW 3 Antwerp	Day 1	Day 2	Day 3	Day 4	Day 5
Morning	Arrival	Study visit	Study visit	Co-creation workshop 1	Plenary Session
					Departure
Afternoon	Plenary session		Co-learning workshop 1	Co-creation workshop 2	

CBW 4 Bologna	Day 1	Day 2	Day 3	Day 4	Day 5
Morning	Arrival	Study visit	Co-learning workshop	Peer review	Peer review
Afternoon	Plenary session		Peer review	Peer review	Plenary session
					Departure

CBW 5 Budapest	Day 1	Day 2	Day 3	Day 4	Day 5
Morning	Arrival	Study visit	Co-learning workshop 1	Co-creation workshop	Departure
Afternoon	Plenary session		Co-learning workshop 2	Plenary session	

4 Time-Flexible Learning Tools

Within the programme of work as set of intermediate learning activities are not bound to meetings and can thus be carried out by the city representatives according to their availability in a time-flexible way. These tools entail the Exchange Hub, the virtual platform allowing for ongoing exchange and discussion, as well as online co-working. Besides, the use of videos and e-courses is explained in the subsequent sections.

Tips for self-guided learning:

- Remind about and share links to knowledge resources such as the CIVITAS website, Eltis platform, European Mobility Week, and blogs or newsletters such as Urban Mobility Daily and Urban Mobility Weekly, MaaSLab, Newmobility.news, Innovative Mobility Research (IMR), etc.

- The social mdia channels of projects are good sources of information. For FastTrack, follow the LinkedIn and the Twitter account.

- *The State of the Art Report Interactive Online Tool on Rapid Delivery of Transport Innovations* (Deliverable 1.5) will be a key source of information for individual study, at own pace.

4.1 Wiki – Exchange Hub

4.1.1 Format

A wiki is an online platform that functions as a collaborative endeavour owned and governed by all of those who use it. Wikis allow several people to share content and documentation in different formats (video, audio, image, text, etc.). It also allows several people to work together on the same document, avoiding the creation of several redundant versions of a document. Instead of sending out a first draft to the team, whose members then send comments and changes that have to be integrated, with a wiki, all team members can work online on the same text simultaneously, making changes with a simple text editor. To make the collaborative writing process transparent, users have to log on to the wiki and identify themselves. Older versions of the text are stored online and it is possible to see which changes were made by whom. Wikis also allow users to post comments, for example to draw attention to a debatable issue. To ease the editing process, designate one person responsible for moderating the process, e.g., to define tasks for the group members and identify persons to work on these tasks. Wikis also entail the possibility to start discussion boards to respond to specific inquiries or to collect feedback on learning content through embedded online forms.

4.1.2 Application in FastTrack

The FastTrack Wiki will be an ongoing, open-ended online knowledge base which all partners and local affiliates will be asked to contribute towards. The Exchange Hub set up for that purpose will thus capture the learning of the FastTrack Innovation Community for Sustainable Mobility through offering a space that functions as

repository of good practices, database to get in touch with private actors selected by the project partners, and so on. It also allows to simultaneously work on documents or have cluster specific discussion boards.

The FastTrack community will be regularly invited to edit, adapt, and update content, through the Innovation Diaries and finally the Deployment Plans stored on the Exchange Hub. Wiki entries on any particularly unique innovations generated through FastTrack will be shared more publicly, with agreement from those who have been involved in their development.

Arena for Sustainable and Just Cities wiki, UrbanA project

One inspiring application can be found as part of the UrbanA project for Sustainable Just Cities, where wikis were successfully used to provide information on relevant approaches, projects and initiatives, drivers, governance arrangements (UrbanA, 2019). Participants were enthusiastic about the platform and the efficient way of sharing the valuable content.

4.2 E-courses

4.2.1 Format

E-courses are online learning material organised around learning sequences, each having a specific goal and foreseeing exercises to perform. E-courses are shared on an online platform, with the possibility to ask questions to experts about the provided content and the exercises performed. Their main advantage is to allow mobility professional to attend them regardless of time or place constrains, and are thus beneficial to foster and expand knowledge on mobility innovation. The e-courses can also help mobility experts to find the right way to introduce other stakeholders to their work expertise.

4.2.2 Application in FastTrack

FastTrack will share and flag online learning courses that mobility experts can attend to expand knowledge on mobility innovation. These can be offered on dedicated existing platforms (such as the CIVITAS Tool Inventory or the CIVITAS Learning Centre, EIT Urban Mobility Competence Hub, or the CAPITAL ITS/C-ITS platform), can be the result of previous projects (e.g., SUMPs-UP, CIVITAS SATELLITE, CIVITAS ELEVATE), or may be provided on generic online learning platforms (such as FutureLearn, edX, Coursera, etc.).

SUMPs-Up e-courses

How to bring the sustainable urban mobility planning principles to the core of European cities administrations, to the right persons? The e-courses developed under the SUMPs-UP project had a great role in this process, hence the positive feedback from local authorities: "Thanks to the funding for following the course, the European vision on mobility is brought directly to the persons who are at the forefront of executing this on local territory." (SUMPS-UP, 2020)

4.3 Videos

4.3.1 Format

Videos allow to individually learn content in a flexible way. The images can illustrate complex matters and render it visually compelling.

4.3.2 Application in FastTrack

Videos will be produced for Ambassador Cities to showcase their innovations to a wider audience and to illustrate the way they have worked together with other Local Affiliates in order to inspire cities beyond the FastTrack community. The videos will also put emphasis on the results of the learning exchanges of Local Affiliates from the same topic cluster. These videos will be uploaded on a dedicated page on YouTube and will constitute key milestones in the project implementation. Twitter "capsules" will be prepared as well, in the form of short and more informal snippets from consortium meetings, interviews, quotes from the partners or key stakeholders. Eight topic-specific videos will be produced in two production rounds throughout the project timeline. The process of undertaking the videos will require those interviewed to focus on the crucial aspects for success and the videos will be shown during capacity building weeks, besides being shared on social media and through local networks by the Local Affiliates. Video recordings will be made during capacity building weeks and on-site, and will be a mix of "informal" (e.g., self-filmed) content and production quality outputs.

Moreover, videos showing suppliers' pitches will be uploaded on the Exchange Hub in the Supplier Register. That way, Local Affiliates can get to know the suppliers and what they offer and thus get an idea about the suppliers they would like to get in touch with.

USER-CHI Cities series of videos

In the framework of the USER-CHI project, where Eurocities is involved in, a USER-CHI Cities series of videos has been developed to show how the involved cities face the deployment of electro-mobility solutions. In the video below, you can discover how Murcia is unlocking e-mobility: https://www.userchi.eu/news/first-emobility-steps-in-a-city-full-of-potential-user-chi-cities-episode-3-murcia/.

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5 Ad-hoc learning methodologies

Within the FastTrack project budget, there is a dedicated budget for the so-called FastTrack Fund. Reflecting different needs this Fund has various purposes including primarily to receive tailored external expertise through an in-person training, it also includes the opportunity for city representatives to attend a tailored work-shadowing, or an own peer-review (see chapter 3.6) shall on-site exchanges not have been able in the framework of the Capacity Building Weeks. Those methodologies are thus ad-hoc and will be organised case-by-case according to the needs and the applications from Local Affiliates.

5.1 Work Shadowing

5.1.1 Format

Work shadowing is a method that involves one or two people from one city (the visitor) spending a period of time with one or more people from another city (the host) working on a similar challenge or a similar project. The aim is to facilitate an on-site exchange of expertise by observing first-hand how things are done elsewhere, thus providing inspiration and new ideas for working methods. A work shadowing visit lasts from a couple of days up to one week.

5.1.2 Objectives

Work shadowing is an opportunity for the visitor to work alongside a person with similar responsibilities in another city. The possibility to observe, ask questions and discuss ideas on the spot allows people to gain experience and fresh insights into specific professional roles and the methods employed therein. This can be useful when new tasks are introduced into a professional field or new methods are implemented. By observing a host city with greater experience and/or in a different institutional setting, the work shadowing method enables people "to see behind the curtain" into a single professional role. Due to the intense time the participants spend together, the visitor can develop a deeper understanding of the methods and strategies used by the host. Although a work shadowing visit is usually more focused on the host assisting the visitor, there are many benefits for the host as well. Introducing their field of work, explaining their tasks and how things work in their institution, the host can develop their own skills further and reflect on their day-to-day work. Answering the visitor's questions and discussing different possibilities might give rise to ideas on how to improve strategies, projects, or methods.

5.1.3 Application in FastTrack

During the project duration, shall on-site exchanges not have been able during the Capacity Building Weeks Local Affiliates, can apply for a share of the Activity Fund and get to visit for work shadowing purposes a role-model city funded. The visit must be justified by a specific need. The language needs and barriers must be taken into account and interpreters foreseen accordingly. Further details on the application for the Activity Fund can be found in Deliverable 3.1.

> **CIVITAS SATELLITE, Work placement in the City of Prague for three representatives from Sofia, 2-4 October 2017**
>
> For the City of Prague, the CIVITAS work placement was a great opportunity to rethink approaches and concepts. "During the discussions, we received a feedback to our concrete transport solutions", said Jaroslav Mach, the head of the Transport Development Unit of the City of Prague. Prague understood that the study visit also provides a learning opportunity for the host city.
>
> The city of Sofia had sent three representatives to Prague for a work placement visit focusing on public transport, among them the vice-mayor in charge of transport. The visit focused on tram infrastructure modernisation (improvement of switching points, strategy to expand the network) and implementation of e-buses (challenges of charging infrastructure, in-motion charging pilots). The feedback received from this visit was extremely positive: participants who are experts on these topics were particularly interested and impressed by the approach of Prague and the investments realised to improve the network. They were able to discuss the technical specificities of the e-buses, taking into account the performance of batteries and the charging dimension (CIVITAS SATELLITE, 2018).

5.2 In-Person Training

5.2.1 Format

An in-person training is an opportunity to get a personalised session with high-skilled experts on a specific topic and for a well-defined goal, outside of the timings of the Capacity Building Weeks. During a training workshop, participants carry out several training activities interactively, rather than passively listening to a lecture or presentation. An in-person training can vary in duration from a one-hour session (e.g., as part of a larger event or visit) up to a one-day event in which participants deal with various aspects of a topic or a number of different, linked topics.

5.2.2 Objectives

- An in-person training can be an opportunity for a city administration to receive a quality service for its staff and to advance the their knowledge and skills in a needs-tailored manner.
- The in-person training gives participants the opportunity to receive presentations from experts within a tailored learning programme. Attendees translate their knowledge into practice with dedicated assignments, which are worked through during the training. As follow up, the benefiting city might receive some "homework" and may be asked to evaluate the event.

5.2.3 Application in FastTrack

During the project duration, cities can apply for a share of the Activity Fund and receive tailored trainings carried out by external experts. Those can involve:

- Trainings on data management
- Trainings on innovation management or knowledge management
- Trainings on cross-cutting themes: governance, funding, digitalisation, data management, behavioural change.

▪ Technical trainings on one of the specific cluster themes.

6 ANNEXES

6.1 Webinar

6.1.1 How to organise a webinar checklist

Preparation	
- 6 weeks	☑ Answer the question, which clusters shall be involved, what is the topic, which kind of webinar is it, why is the webinar organised, when will it take place. Set clear goal for the webinar
- 5 weeks	☑ Find the speakers, agree on goal and content
	☑ Book time slot, agree platform and tools, prepare registration link
	☑ Send registration link and agenda to attendees; communicate by email as well as a direct calendar invitation
	☑ Finalise draft presentation, polls, interactive content etc.
- 3 weeks	☑ Brief speakers and test technical equipment, send reminder for registration, provide contacts details in case of connection fail
- 2 to - 1 weeks	☑ Provide a detailed minute-by-minute running order ("tick tock") to guide moderation and ensure the meeting does not take unfair advantage of people's time by running over.
During	Make sure to have following elements to deliver the webinar: ☑ Open webinar session some minutes before ☑ Send a final reminder with link to webinar on day itself ☑ Have one technical support and one moderator next to the speakers ☑ Use online technical material such as online white boards, questionnaires. ☑ Include Q&As ☑ Have a feedback round at the end ☑ Aim to finish on time
After + 1 week	☑ The host makes sure to provide the PPTs, recording, minutes (see template provided in Annex) and any material that can be of help for LAs.

6.1.2 Example agenda template

09:00-09:30	Introduction and Ice breaker
09:30-09:45	Presentation 1
09:45-10:00	Q&A
10:00-10:15	Presentation 2
10:15-10:30	Q&A
10:30-10:45	Presentation 3
10:45-11:00	Q&A

6.2 Study Visit

6.2.1 How to organise a study visit check list

Preparation - 8 weeks - 8 to - 4 weeks - 4 weeks	☑ Each Ambassador city defines in a coordinated manner with technical support partners of each cluster which site visits can be run that fit the interests of each cluster, based on the needs of Local Affiliates expressed in the needs assessment. ☑ Host visit develops a draft programme and takes care of the logistics, venues, travel and accommodation tips, interpreters if needed. Due to the COVID pandemic, the health requirements must be regularly checked and taken into account in the planning. ☑ A short description of the site visit is circulated to Local Affiliates together with the overall Capacity Building Week programme
During	Make sure to include following elements during the study visit: ☑ Ice breaking activities ☑ Introduction of visiting cities and people ☑ Description of host city's vision and strategy ☑ Presentations & site visits ☑ Networking & discussion breaks ☑ Discussion, transferability & conclusion sessions at the end of the day
After + 1 week	☑ The host city makes sure to provide the PPTs, minutes (see template provided in Annex 6.7) and any material that can be of help for LAs.

6.2.2 Example Agenda Template

	Day 1	Day 2*
09:00-10:00	Coffee and Networking	Site visit 3
10:00-10:45	General introduction from Ambassador City Q&A	Transferability session
10:45-11:10	Presentation of afternoon site visits	
11:10-12:00	Presentations from visiting cities (overview of their city, vision and challenges in relation to site visits	
12:00-13:00	Lunch	
13:00-14:00	Site visit 1	
14:00-14:15	Break/Transfer	
14:15-15:15	Site visit 2	
15:15-15:30	Break/Transfer	
15:30-16:30	Site visit 3	
16:30-17:15	Transferability session	
17:15-17:30	Wrap-up	
19:00-21:00	Networking dinner	

The site visits can also be split over two days the first day be complemented by a workshop. The organising ambassador city will need to make sure that the site visits cover as much as possible the interests of all clusters, and can thus consider parallel site visits if needed.

6.2.3 Transferability session template

These templates help you to organise the transferability session.

They need to be printed and distributed or sent to participants ideally at the beginning of the study visit during the general introduction. This allows participants to identify the elements which will allows them to assess how transferable the measures they will discover are to their own context. At the end of day 2 during the transferability session, leave participants 20 minutes to fill out the tables, during the subsequent 40 minutes each participant can present their assessment and general conclusion be drawn.

Innovative measure: Title

Corresponding challenge: *Describe the challenge to which the measure responds.*

Measure description: *Describe the innovative measure seen during the study visit.*

	Host city	Visiting City	Transferability rating (1 low to 4 high)
Time needed			
Technical conditions			
Governance, participation			
Legislative/regulatory framework			
Data management, digitalisation			
Funding, finance, business models, procurement model			
Additional success factors			
Behavioural change factors			
Cost			
Overall transferability rating			

6.3 Speed Networking

6.3.1 How to organise a speed-dating check list:

Preparation 8 weeks	☑ Set-up a registration form for experts to confirm they will be attending.

8 to 4 weeks	☑ Set up a detailed program
	☑ If it is a large group do the matchmaking of the speed dates beforehand.
	☑ If online:
	    o Test software beforehand: break-out rooms,…
	    o Make up a fixed agenda with appointed time slots for the participants to speed date.
	    o Present the experts before the event via video's, brochure,…
	☑ If a market place is included:
	    o Reserve a large venue with tables and other necessary facilities.
	    o Inform experts that they have to bring promotional material.

2 weeks	☑ Prepare conversation cards with standard questions to ask during the event. ☑ Appoint a moderator and a time keeper.

During	☑ Make sure the following elements are included in the event:
	    o Presentation of the experts
	    o Speed dates of max. 5 min. per expert
	    o A short wrap-up and reflection
	☑ Make it fun with an attribute to give a signal when the participants need to switch to another speed date.

After + 1 week	☑ Provide a full list of the experts with the contact details to the participants (link to the existing supplier register).

6.3.2 Example agenda template

15:00-15:30	Introduction and presentation of the experts (via pitching sessions e.g.)
15:30-16:00	5min speed dates around a table of experts
• **15:30**	1st speed date
• **15:35**	2nd speed date
• **15:40**	3rd speed date
• **15:45**	4th speed date
• **15:50**	5th speed date
• **15:55**	6th speed date
16:00-16:15	Wrap-up and reflection
16:15-17:30	Optional reception

6.4 Co-Learning Workshop

6.4.1 How to organise a co-learning workshop check list:

	Replication workshop	City peer presenting	Private Company Presenting	External Expert presenting
Preparation - 6 weeks - 4 weeks -2 weeks	☑ Identify the learning content, objectives and speakers. ☑ Send agenda, and objectives ☑ Brief the speakers and moderators			
During	Present replication strategy and different learning types. Make peers identify their	Make sure the case studies presentations not exceeding 20 minutes. Adapt the questions to	Make sure the companies pitches are not exceeding 10-15 minutes. Adapt the questions to	The world café can be organised around exercises or specific aspects of the presented expertise.

	learning type and let them clarification questions. In groups discuss about the content to tackle in first learning activities based on fingerprints (Deliverable.1.2).	presented innovation, learning objectives.	presented innovations/type of private actor.	
After + 1 week	☑ Share workshop results/posters, minutes (see template in Annex), PPTs, any useful material			

6.4.2 Example agenda template

09:00–09:10	Welcome and introduction to the workshop
09:10– 09:40	Presentation of the case study / or companies' innovations (20 min. presentation and 10 min Q&A)
09:40– 09:50	Individual reflection
09:50– 10:10	World café round 1 – participants split into three groups to discuss three different questions/exercise*. Each table nominates one rapporteur to stay at table.
10:10– 10:40	World café round 2 – participants swap table to discuss other question/exercise.
10:40– 11:10	World café round 3 – participants swap table to discuss other question/exercise.
11:10-11:40	Break
11:40-12:10	Sharing lessons learned in workshop plenary
12:10– 12:30	Actions to transfer – individual reflection and plenary discussion
12:30 - 12:40	Next steps and closing of the workshop

To be considered if workshop organised for the entire group of local affiliates. For cluster specific workshops, each cluster starts from its own presentation the cluster as group then moves from one table to another and works on each exercise or question; the plenary can be done as entire group again allowing to share the experiences across the clusters.

Two templates are provided, as follows, depending on the stakeholder presenting:

6.4.3 Template to be provided to the city presenting its mobility innovation case study

This template needs to be provided to the presenting city prior to the session, for the representatives to be able to provide the requested information ahead. This summary will then either be distributed or projected during the session and made available to the participants.

CO-LEARNING CASE STUDY

City
Fill in
Title of the city initiative
Fill in
Topic
Fill in
Short description
A sentence that explains the essence of the innovation (280 characters)
Year of implementation
xxx
Current situation
Fully implemented
Link to webpage
to add

The challenge

Describe the particular pressing need or challenge being tackled by the initiative in your local context.

Please, see below some questions that can help you focus the contents:

Could you provide some figures to illustrate the problem and its trends?

In general terms, what are the specificities of the challenge comparing to other local contexts in Europe?

Could you briefly describe the key factors that allowed you to implement this innovation in a quick way?

Could you summarise the main barriers you faced?

Could you summarise the essence of the challenge in a short question?

Where/how have you already looked for or found advice?

Previous experiences

What were the previous policy solutions or interventions used to tackle this pressing social issue in your city (if any)? Why weren't they effective?

The solution

What is the new approach and how is it connected to the challenge?

Expected impact

What change is your innovative city initiative trying to achieve?

Key actors involved

How was the innovation developed and put into practice? Were local partners (civil society, businesses, academia) involved in the design? What role did your city administration take?

Could you clarify the specific role of each partner and their expertise?

Key activities/measures

How does it work?

Implementation process

Did you meet any obstacles in the implementation? If yes, how did you overcome them? What were the main enabling factors? Please consider skills areas such as governance, participation, behavioural change, data management, funding, financing, procurement, business models, etc.

Results and impact

What changes can (already) be observed as a result of your innovative approach? (outcomes or impact per target groups). Are there any unexpected or unintended results? (positive or negative). How was the innovation received overall by the public / key stakeholders?

Have you foreseen a monitoring/evaluation process? Which aspects of their integration would you measure in order to assess if success has been achieved? What are the data challenges?

Have you foreseen an evaluation process? Which aspects of their integration would you measure in order to assess if success has been achieved?

Testimonials

If possible, ask 2 or 3 beneficiaries how this intervention changed their lives.

It would be very interesting to know how participants or beneficiaries are receiving the new approach.

Financing

How is your innovative city initiative being financed? Are you blending different funding sources? Any EU funding support?

What are the major costs be?

To what extent will you rely upon community resources for implementing the initiative (volunteers, communal spaces, etc.)?

Follow-up

Is your city planning to continue, extend or upscale this innovative approach (e.g. to other city districts, or to the metropolitan area, or to inspire other cities in the same region or country)?

Lessons learned and potentially transferrable elements

What lessons can other cities in Europe learn from your city initiative? Which aspects/elements of your innovative approach can be transferred to other urban contexts and under which conditions?

Contact details

Additional information

Please, add any other links that may be of interest to enrich this document. Please liaise with FastTrack cluster leaders for advice from related EU projects to included.

6.4.4 Template to be provided to the supplier/investors presenting its mobility innovation case study

This template needs to be provided to the presenting company prior to the session. This summary will then either be distributed or projected during the session and made available to the participants.

Company
Fill in
Title of the innovation provided
Fill in
Topic
Fill in
Short description
A sentence that explains the essence of the innovation (280 characters)
Year of first implementation
xxx
Current situation
Prototype/Pilot/Implemented
Link to webpage
to add
Are you on the FastTrack supplier database?
Yes/link/no

The challenge

Describe the particular pressing need or challenge being tackled by your innovation.

Please, see below some questions that can help you focus the contents:

Could you summarise the essence of the challenge in a short question?

Where/how have you already looked for or found advice?

Previous experiences

What were the previous innovations you used to tackle this challenge (only if applicable)? What makes this innovation more effective to respond to this challenge.

The solution

What is the new approach and how is it connected to the challenge?

Expected impact

What change is your innovative trying to achieve for sustainable urban mobility?

Key actors involved

How was the innovation developed and put into practice? Were local partners (civil society, businesses, academia) involved in the design? What role did city administration take?

Could you clarify the specific role of each partner and their expertise?

Key activities/measures

How does it work?

Implementation process

Did you meet any obstacles in the implementation? if yes, how did you overcome them? What were the main enabling factors?

Results and impact

What changes can (already) be observed as a result of your innovative approach (outcomes or impact per target groups)? Are there any unexpected or unintended results (positive or negative)? How was the innovation received overall by the public / key stakeholders?

Have you foreseen a monitoring/evaluation process? Which aspects of their integration would you measure in order to assess if success has been achieved? What are the data challenges?

Financing

Which financing models were used to implement the innovation? Are you blending different funding sources? Any EU funding support?

What are the major costs be?

To what extent will you rely upon community resources for implementing the initiative (volunteers, communal spaces, etc.)?

Follow-up

Is your company planning to continue, extend or upscale this innovation (e.g. to other city districts, or to the metropolitan area, or to inspire other cities in the same region or country)?

Lessons learned and potentially transferrable elements

What lessons can other cities in Europe learn from your previous projects? Which aspect need city officials to take into account to have a smooth implementation of your innovation?

Contact details

Additional information

Please, add any other links that may be of interest to enrich this document. Please liaise with FastTrack cluster leaders for advice from related EU projects to included.

6.5 Co-Creation Workshop

6.5.1 How to organise a co-creation workshop check list:

Preparation - 6 weeks - 4 weeks - 2weeks	☑ Identify the learning content, objectives and speakers. ☑ Send agenda and objectives, and templates to presenting city, deployment plan benchmarks. ☑ Brief the speakers and moderators ☑ Consider the most appropriate tools/methods available for co-creation
During	☑ Technical support partners facilitate the workshop
After + 1 week	☑ Share workshop results/posters, minutes (see template in Annex 6.7), PPTs, any useful material.

6.5.2 Example agenda templates

	Co-create a solution	**Co-create a plan**
09.00 – 09.10	Introduction to the workshop	Introduction to the workshop
09.10– 09.40	Presentation of the city challenge faced/innovation to implement (15 min presentation and 15 min Q&A)	Presentation of the city innovation to be implemented (15 min presentation and 15 min Q&A)

09.40– 10.00	Brainstorming individually or in pairs for ideas of possible solutions to the challenge/ways to build deployment plan	Present the benchmark for the deployment plan
10.00– 10.30	Collaborative brainstorming in and shortlist of possible solutions	Group* work on planning the governance/participation/political commitment
10.30– 11:10	Pitching – presenting solutions to the city concerned by the challenge	Group* work on resources (funding/procurement/contracts/infrastructure)
11.10– 11:30	Break	Break
11.30– 12:30	Group* work to turn ideas into actionable solutions/concrete planning steps	Group* work on timeline (for implementation and operation)
12.30– 13.00	Plenary presentation of actionable solutions co-created in workshops	Plenary presentation of the deployment plan

Groups shall not be more than 5-8 persons. When organised with all clusters, make sure the groups rotate to make sure each group elaborates all parts of the deployment plan.

6.5.3 Template proposal poster: Find an innovative solution to a challenge

This templates will be distributed to the participants at the beginning of the workshop after the presentation of the cities' challenge to be find a solution to.

The template shall guide the group discussions and be filled out by the end of the workshop. Alternatively, the template can be projected on a whiteboard where the groups fill out the boxes in a word document or with a marker on the whiteboard.

Cities' CHALLENGE -

TITLE

A short sentence explaining the essence of the solution.

SCOPE OF ACTION

The aspects of the challenge being targeted.

SOLUTION

ACTIVITIES

What concrete actions does the solution involve?

KEY STAKEHOLDERS

What agents do we need to have involved? Why?

KEY RESOURCES

Which infrastructure, funds are needed?

VERY NEXT STEPS

What actions should be taken to start implementing it in the city?

EXPECTED OUTCOMES

How will we know if success has been achieved (in the short, middle and long term)?

CIVITAS
FastTrack

6.5.4   Template proposal poster: Build a Deployment plan for an innovation

This template will be distributed to the participants at the beginning of the workshop after the presentation of the cities' innovation to be build a deployment plan for.

The template shall guide the group discussions and be filled out by the end of the workshop. Alternatively, the template can be projected on a whiteboard where the groups fill out the boxes in a word document or with a marker on the whiteboard.

Cities' INNOVATION -

TITLE

A short sentence explaining the essence of the innovation.

SCOPE OF INNOVATION

The challenges being tackled by innovation

COMMITMENT	GOVERNANCE
What concrete actions does the innovation need in terms of political and institutional commitment? Outline the accelerating factors.	*Which agents to be involved? Why? How? Outline the accelerating factors.* *What agents do we need to have involved? Why? How? Outline the accelerating factors.*
TIMELINE	**RESOURCES** *What concrete funding/financing scheme does the solution need? Outline the accelerating factors/Contracts/Infrastructure*

IMPLMENTATION AND VERY FIRST STEPS

What actions should be taken to start implementing it in the city?

FULL OPERATION

Resources/Procedures/Monitoring

EXPECTED OUTCOMES

How will we know if success has been achieved (in the short, middle and long term)?

6.6 Peer-Review Workshop

6.6.1 How to organise a peer-review workshop check list:

Preparation - 8 weeks - 6 weeks - 4 to - 2 weeks	☑ Peer-reviewed city gets the guidelines for drafting the Deployment Plan ☑ Reviewers receive the Draft Deployment Plan and read it, as well as the benchmarks. ☑ Reviewers ideally start the desk review.
During	Technical Support Partners facilitate the session
After + 1 week	All receive minutes (see template in annex 6.7) and final recommendations, conclusions

6.6.2 Example agenda template

	Day 1	**Day 2***	**Day 3**
09.00-10.00	Welcome and introduction by peer reviewed city	Interviews with Peer-reviewed City to complement evidence	*Morning as back up if workshop integrated in day 2*
10.00-11.00	Presentation of review criteria in plenary		
11.00-12.00	Presentation of Deployment Plans in plenary	Interpretation of evidence in groups	
12.00-13.00	Lunch	Lunch	
13.00-16.00	Desk review against benchmark in groups	Elaboration of recommendations in groups	
16:00-17:00	Debrief session	Presentation of results in plenary	
19:00-21:00	Team Dinner	Team Dinner	

It is possible to build in a co-learning workshop in the programme of the peer-review (on the topic of citizens involvement and vulnerable groups). The workshop could be placed in the afternoon of day 2 the Interpretation and elaboration of recommendations would then happen in the morning of day 3.

6.7 Template for Minutes

Activity type (highlight correct option)	Webinar/Co-learning workshop/Co-creation workshop/ Peer-review workshop/Speed-dating
Event title	
Date	
Number and type of participants (KPI 11)	
Short description	
Key outcomes *(For instance, obstacles, barriers, solutions, accelerating factors etc.)*	
Key highlights	
Any recommendations?	
Follow up actions for the clusters/ Innovation community/ Ambassador city/ TSP and TSP2/ Local affiliates	
Information for internal use *(incl. follow-up actions for other WPs if relevant)*	
WP 1	
WP 2	
WP 3	
WP 4	
WP 5	
WP 6	
Indicate here planned follow-up communication activities: news article blog post, newsletter article, social media post, post on discussion boards…	

This template needs to be provided to participants on the Exchange Hub and to project partners on the Zoho platform.

References & further readings

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Learning platforms & other resources

CAPITAL Online Training Platform: https://www.its-elearning.eu/courses/course-v1:Capital+ITS1+test/about

CASCADE project: www.cascadecities.eu

CIVITAS Initiative: https://civitas.eu

CIVITAS Learning Centre: https://civitas.eu/learning-centre

CIVITAS Urban Mobility Tool Inventory: https://civitas.eu/tool-inventory

CONNECTION project: http://integratingcities.eu/integrating-cities/projects/connection

Coursera platform: https://www.coursera.org

Covenant of Mayors: https://www.covenantofmayors.eu

EdX platform: https://www.edx.org/

EIT Competence Hub: https://www.eiturbanmobility.eu/competence-hub/

Eltis platform: https://www.eltis.org

European Mobility Week: https://mobilityweek.eu

FutureLearn platform: https://www.futurelearn.com/

Green Digital Charter project: http://www.greendigitalcharter.eu/

Innovative Mobility Research (IMR): http://innovativemobility.org

MaasLab: https://www.maaslab.org/

Mobility Academy: https://www.mobility-academy.eu

Newmobility.news: https://newmobility.news

SUMPs-UP project: https://sumps-up.eu/home/

Transformative Urban Mobility Initiative (TUMI): https://www.transformative-mobility.org/

Urban Mobility Daily, by Autonomy Paris: https://www.autonomy.paris/en/content/

Urban Mobility Weekly newsletter, by Autonomy Paris: https://mailchi.mp/58395d4d91a4/subscribe-urban-mobility-weekly

USER-CHI project: https://www.userchi.eu/

VALUES project: http://integratingcities.eu/integrating-cities/projects/values

Designed Capacity Building Handbook