



2020
CiViTAS
Cleaner and better transport in cities

HANDSHAKE



Concrete roadmap and strategy for transfer and transition management

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Abstract

In order to help the 10 Future Cycling Capitals (FCCs) Bordeaux, Bruges, Cadiz, Dublin, Helsinki, Krakow, Greater Manchester, Riga, Rome and Turin to get an overview on their transfer and transition management, this document provides the current state where these cities see themselves in the transfer stage, opening a view on the people involved, partners to meet and planned activities such as Immersive Symposia and Immersive Study Tours and the internal transfer management meetings.

Project Partners

| Organisation | Country | Abbreviation |
|--|----------------|--------------|
| Istituto di Studi per l'Integrazione dei Sistemi | Italy | ISINNOVA |
| Copenhagen | Denmark | CPH |
| Amsterdam | Netherlands | AMS |
| City of Munich, Department of Public Order | Germany | KVR |
| Bordeaux Metropole | France | BM |
| City of Bruges | Belgium | BRUGGE |
| Dublin City Council | Ireland | DUBLIN |
| Municipality of Kraków | Poland | GMK |
| City of Helsinki | Finland | HEL |
| Transport for Greater Manchester | United Kingdom | TfGM |
| Riga City Council - Traffic Department | Latvia | RCC TD |
| Roma Servizi per la Mobilità | Italy | RSM |
| City of Turin | Italy | MS TO |
| Amsterdam University - Urban Cycling Institute | Netherlands | UVA-UCI |
| Mobiel 21 | Belgium | M21 |
| Velo Mondial | Netherlands | Velo Mondial |
| Decisio | Netherlands | DECISIO |
| ICLEI European Secretariat | Germany | ICLEI |
| Cadiz | Spain | Cadiz |

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1 Introduction

1.1 Background

This roadmap and strategy for transfer and transition management aims to concretise the work to be done or processes to run by the 10 Future Cycling Capitals (FCCs) Bordeaux, Bruges, Cadiz, Dublin, Helsinki, Krakow, Greater Manchester, Riga, Rome and Turin, in cooperation with the 3 Cycling Capitals (CCs) Amsterdam, Copenhagen and Munich.

Within Handshake it is the idea that all involved cities

- Exchange knowledge,
- Transfer proven solutions for cycling, and
- Upscale the transition to more cycling.

In order to do so, different kinds of activities and monitoring, meetings and exchange opportunities have been set up. They offer opportunities for cities to upscale projects and learn from best practices from all the participating cities.

The key activities that have already been described several times in the project¹ and are reflected in this document seem to be self-contained activities due to some of the descriptions. However, it is important to emphasize that this should absolutely not be the case. After all, these are activities that are never separate from each other and constantly reinforce each other.

Example of connections between city activities

The immersive study tour could be seen as a clearly defined independent activity of five days. If we look at the activity in a broader picture, we see many more connections. Of course, the study tour provides opportunities to promote very focused knowledge transfer. The delegation of an FCC visiting a Cycling Capital (CC) will be able to benefit from a large transfer of knowledge. In addition, the immersion of a large group of people, not all of whom are initially involved in the project, creates extra opportunities in the transition to becoming a bicycle city. After all, the delegation members will experience the benefits of more cycling in the city. Even if they think it is not possible to achieve what is happening in a CC in their own city, they will tell about the power of the bicycle in the city in their own environment. In this way they will consciously or unconsciously contribute to transition for a better cycling climate. In this way they themselves will be part of the transition arena. In the project it may look if transition management consist of building a transition arena. But creating a transition arena may not be an activity existing on itself. The transition management should be seen as the activity to reinforce and boost all activities that may boost transition management. Even if transition management would not be a described as a dedicated part in the project, there would still be transition through all activities. Transition management will serve as catalyst to improve transition throughout all activities, just by paying extra attention to it and adding interesting activities and meetings with possible key persons.

¹ See, for example, Deliverable 1.2 – Transfer framework and guidance

1.2 The three main objectives

The project is extensive, there are many people involved and it runs over a long period of time. That's why it is important to go out with a good map, and to look back every now and then. In order to continuously monitor the following three points of attention during the project, it is necessary to

- Plan the activities and moments of knowledge transfer properly,
- Properly document activities and knowledge transfer, and to
- Continuously evaluate and adjust.

1. Reaching the right stakeholders

It is important that this knowledge being discussed are not only shared between the cities representatives participating in Handshake. The right partners within the city should be reached for maximum impact. This may be civil servants from different departments such as designers, urban planners, communication managers, but behaviour change managers and contacts for local retailers as well. Next to that, it might be necessary to engage stakeholders from external organisations or individuals where needed. This is especially the case for transition management. Of course technical Handshake partner organisations may be addressed as well.

2. Unlock substantive and practical knowledge

The knowledge and experience that is brought around the table in this project, and that is generated during the project, is extensive. Moreover, not every partner is involved at all times when knowledge is transferred. It is important that the knowledge is made available to all those involved, both during and after the project.

3. Continuous evaluation of the phase of transition

Handshake runs over a longer period of time, and therefore by definition spans an evolution within governments, among partners and within a society. Moreover, it is an explicit goal of the project to unleash and accelerate an evolution. The right actions and decisions at the right time will therefore be necessary, but not always predictable or easy to be planned far in advance. It is important to regularly review the situation and adjust actions in the project to the actual situation. At such moments of adjustment, the view of the wider group of experts will undoubtedly be of added value. That is why it is important to include the evaluation points in the planning in advance. In other words, the pace at which cities move through transition towards being a Future Cycling Capital will be constantly monitored and taken into consideration.

2 Gantt-charts to point the way

A Gantt-chart is used as an instrument to help the cities to plan their tasks and activities, with a special focus on Immersive Study Tours, Immersive Symposia, Transfer and Transition Management. At the end of the transition period, the final Gantt forms the basis to plan for post actions.

A template of the Gantt-chart has been prepared, uploaded onto the Exchange Hub and shared with the cities (see ANNEX I – Gantt-chart template). From that moment on, the cities have to adapt and adjust the chart to their own activities and Mobiel 21 as facilitator and leader of Work package 3 – Action in the Future Cycling Capital will help adapting the chart when needed (see below under 2.1).

2.1 Planning

Listing the activities is important for the city to prove efforts were made to create a better cycling climate. During Handshake, these activities are part of the monitoring and evaluation. Whereas Work package 4 – Monitor, assess and compare will execute a post project evaluation based on the transfer of solutions, the Gantt-chart helps to form the base for cities to be able to quickly identify the needed information for Work package 4. This will help to create new spider web charts² and see how cities have evolved during Handshake.

FCCs will be responsible for the use of the Gantt-charts during the project, with the aim to facilitate their own reporting during and at the end of the project and to facilitate knowledge transfer through the Exchange Hub.

Mobiel 21, as facilitator and leader of Work package 3 – Action in the Future Cycling Capital, will support the cities in working with the Gantt-chart as a planning instrument. This support includes the following, not exhaustive, actions:

1. Individual Webinars for all cities on how to use the Gantt-chart.
2. Continuous support via the Helpdesk.
3. Physical meetings during General Assemblies.
4. Checking the status of information on a bi-monthly basis.
5. Informing the Steering Group on the process and initiate additional support if needed.

² The spider web charts refer to the governance activities created by a survey in Deliverable 4.1 – Evaluation plan with ex-ante impact assessment.

2.2 Reporting and knowledge transfer

Reporting

Cities will record what happened when, in order to track their progress through the activities in the Gantt-chart. This will help identify the most useful activities in the process, and inform our guidance to other cities within and outside of Handshake.

User friendly templates are available to record important indicators such as number of participants in an activity, names and functions of participants in expert knowledge exchange between two cities, or topic of specific exchange. A further aim of such an activity report is to collect the needed information to enrich future deliverables. Therefore, not only quantitative, but also qualitative data needs to be provided (see ANNEX II – Activity report template). Finally, the report has to be provided by all cities continuously and uploaded on the Exchange Hub in order to get an overview of activities and possible impact.

Therefore, Mobiel 21 will also support the cities in working with this activity report, and will apply the same actions as described before in Chapter 2.1.

Transferring solutions

The CCs and FCCs are responsible for the implementation of their listed solutions in Handshake. Implementing solutions to the next level may be done by transferring knowledge and having solutions reviewed by CC or FCC experts in exchange. The strength of the project is the exchange with people, who can give feedback even during the practical implementation of the defined cycling solutions. Different methods for these kind of transfers may be the following:

- Webinars,
- Use of Exchange Hub to exchange with one or more participating cities,
- Adding previous email-exchange to discussions in the Exchange Hub,
- Immersive Study Tours and Immersive Symposia,
- Conference calls with minutes,
- Uploading documents on the Exchange Hub,
- Checklist of transfer,
- Activity diary, and linking it to the periodic Exchange Hub blog,
- Before and after photographed evidence,
- Film blog,
- Photographs of Immersive Study Tours and Immersive Symposia, transition arena meetings and transition arena fun activities,
- General Assembly workshop session.

Future Cycling Capitals and Cycling Capitals already:

- Creating technical documents together within their respective mentoring teams,
- Integrating the transfer of solutions in the agendas for symposia and study tours,
- Exchanging knowledge through the use of the Exchange Hub,
- Creating opportunities for exchange using online meeting tools, and
- Creating opportunities for exchange through bringing the right people together.

2.3 Activities to be included in Gantt-charts, the example of Immersive Activities

The following time plan provides an overview on the state of planning immersive activities at the time of finalising this document in February 2020. This time plan also includes the General Assemblies and already confirmed events where Handshake will be promoted. This table is continuously updated and communicated to all Handshake partners via the Exchange Hub. Furthermore, and to better visualise the integration of all Handshake's activities, a Gantt-chart is provided as well.

| Event | Place Country | Travelling City / Cities | Date |
|----------------------------------|-----------------------------|----------------------------|------------------------------|
| Immersive Symposium: Bruges | Bruges Belgium | Amsterdam | 13.01.-14.01.2020 |
| Immersive Symposium: Dublin | Dublin Ireland | Amsterdam | 20.04.-24.04.2020 (date tbc) |
| Handshake General Assembly 04 | Cadiz Spain | All cities | 04.05.-06.05.2020 |
| Immersive Study Tour: Munich | Munich Germany | Cádiz, Krakow | 11.05.-15.05.2020 |
| Velo City 2020 conference | Ljubljana Slovenia | Amsterdam, Copenhagen, tbc | 02.06.-05.06.2020 |
| Immersive Study Tour: Amsterdam | Amsterdam The Netherlands | Rome, Turin | 08.06.-12.06.2020 |
| Immersive Symposium: Helsinki | Helsinki Finland | Copenhagen | 24.08.-26.08.2020 |
| Immersive Symposium: Bruges | Bruges Belgium | Amsterdam | 28.08.2020 |
| Immersive Study Tour: Copenhagen | Copenhagen Denmark | Manchester, Riga | 14.09.-18.09.2020 |
| European Urban Mobility Days | Brussels Belgium | tbc | 30.09.-02.10.2020 |
| Immersive Symposium: Bordeaux | Bordeaux France | Amsterdam | 05.10.-09.10.2020 (date tbc) |
| Handshake General Assembly 05 | Place tbc | All cities | Date tbc |

| Event | 2020 | | | | | | | | | | | |
|----------------------------------|------|---|---|---|---|---|---|---|---|---|---|---|
| | J | F | M | A | M | J | J | A | S | O | N | D |
| Immersive Symposium: Bruges | | | | | | | | | | | | |
| Immersive Symposium: Dublin | ■ | | | | | | | | | | | |
| Handshake General Assembly 04 | | | | ■ | | | | | | | | |
| Immersive Study Tour: Munich | | | | | ■ | | | | | | | |
| Velo City 2020 conference | | | | | | ■ | | | | | | |
| Immersive Study Tour: Amsterdam | | | | | | ■ | | | | | | |
| Immersive Symposium: Helsinki | | | | | | | | ■ | | | | |
| Immersive Symposium: Bruges | | | | | | | | ■ | | | | |
| Immersive Study Tour: Copenhagen | | | | | | | | | ■ | | | |
| European Urban Mobility Days | | | | | | | | | | ■ | | |
| Immersive Symposium: Bordeaux | | | | | | | | | | ■ | | |
| Handshake General Assembly 05 | | | | | | | | | | ■ | | |

2.4 Evaluation and adjustment

Transition itself is a long process, so transition management needs to speed up the transition as much as possible.

FCCs plan tactical activities in the transition management plan to do so. These activities are taken along in the cities' Gantt. This makes it possible to see if activities to speed up the transition can be linked to other activities such as the immersive activities and transfer actions. This may especially be the case when for example opening new cycling infrastructure. The relation of a good view on the transition stage may help pointing out the right activities or communication campaign to run.

The point of stage a city is in can move forward but also backwards. This method can be used to quickly assess the own transition process, to check if the activities carried out help to improve the transition process and to have a look what should be done to take the transition stage to a next level.

3 Governance framework indicators

The Evaluation plan with ex-ante impact assessment (see Deliverable 4.1 – Evaluation plan with ex-ante impact assessment) provides indicators to help cities see on which domain they might need to invest more concerning governance. In the Gantt-chart for each city, the separate spider web chart is pasted. For more details, cities can refer to Deliverable 4.1 p226.

Working with transition management is important, since most FCCs face a 'mismatch between political ambition / cycling vision and community perception'. Namely, for most of the cities cycling is a priority and there is a political will to deal with the status quo and promote a higher bicycle use. However, this is met with strong, sometimes organised, resistance from the community. Slight changes are accompanied, in some cases, by public outcries de facto limiting political support and limiting budgets."

4 One to many transfer measures

The transfer of solutions is running in all involved Handshake cities. Knowledge transfer and rolling out experiments in the 10 FCCs as well as in the 3 Cycling Capitals (CCs) are important steps in solutions transfer.

Many FCCs seek a solution transfer for the same issues. Probably many cities across Europe are seeking for similar solutions. That's why for these 'one to many' transfer measures webinars, in which CCs take the lead to transfer these measures to Handshake FCCs, will be organised. Furthermore, also CIVITAS ELEVATE, the CIVITAS 2020 Coordination and Support Action will support Handshake

in further exchange and in the promotion of Handshake’s solution transfer throughout Europe. One method to be used is ELEVATE’s ‘Liaison and Steward System’³.

The ‘one to many’ transfer exchange on Cycle Parking (6 in total), Network planning (6 in total) and Education (5 in total) are the most important ones to start with. These are the ones with the highest transfer to FCCs and will be considered to discuss during one webinar by each CC and/or at an upcoming General Assembly. The General Assemblies will also be used to plan such webinars. Although language may be one of the most important barriers to overcome in this kind of webinar, all FCCs are encouraged to have civil servant experts in different domains take part in these webinars.

If a first experiment runs well, it may be expanded to roll out to other solutions transfer with less cities to transfer to.

5 Risk Mitigation

Transfer management is rather new to many FCCs. Executing it in a tactical way is even more advanced. The FCCs and maybe even the CCs have never before faced the in-depth assessments made by Handshake. Moreover, transferring solutions from one European city to another may look easy, but might be difficult because of several reasons. In this chapter possible risks to address during these processes are provided.

| Risk description | Mitigation Measure(s) |
|---|---|
| Field of potential risk: Webinars | |
| 1. The one to many transfer webinar holds the possibility to address many people in one single event. In this event, an FCC expert on the discussed topic can be invited. It may form a group of attendees who are not acquainted with European projects. This may be overwhelming to some. | 1. It is possible to open this kind of webinar to other CIVITAS projects. In internal discussions however, Handshake still needs to have the focus on the transfer from CCs to FCCs. CCs will need some extra Handshake support to set up this kind of webinar. |
| Field of potential risk: Review of documents | |
| 1. Document reviewing by CC experts may not be possible for all documents FCCs would like to have commented on by CC experts because of competing call on time and resources. | 1. Together with the CC, the FCCs will have to come to an agreement on which documents they exchange. |

³ CIVITAS ELEVATE’s Liaison and Steward System entails a set of actions to foster and cultivate a good working relationship with all the CIVITAS 2020 the projects.

| | |
|--|--|
| <p>Field of potential risk: Language</p> | |
| <p>1. Many civil servants do not have enough knowledge of English to be able to exchange. This barrier becomes bigger when experts from different cities starting to exchange both do not understand enough English. This is probably the case in many participating cities. Solving this problem with simultaneous translations may not be possible because there is no extra translation budget available.</p> | <p>1. The language issue will be addressed as early as possible in the stage of organising such an ‘event’. Handshake will have to look for alternative ways to address language barriers from case to case.</p> |
| <p>Field of potential risk: Transition management</p> | |
| <p>1. Transition takes a generation and tactical transition activities can help speed up this transition. FCCs still need to keep in mind the transition process will still go rather slow, despite the efforts made. This may be discouraging for the FCCs.</p> <p>2. For the transition process, lots of communication is needed, internal within the FCCs administration and in public, if possible with press coverage (positive or negative) but with space for ideas to develop without unnecessarily unhelpful speculation or critique.</p> <p>3. The ‘usual suspects’ may be asked to participate in the transition arena.</p> | <p>1. It is possible that FCCs see the Study tours as an opportunity for the transfer of solutions. They are an important activity in transition management though, raising the transition to cycling with some key stakeholders that will go on the study tour. So it is very important for CCs and FCCs to organise, plan and invite stakeholders with tactical transition in mind.</p> <p>2. It is important to communicate to both, internal and external, because as soon as people start reacting on communications, the transition is up and running, even with negative reactions.</p> <p>3. For FCCs it is very important to use different networks to engage people who may be the least expected, such as people with an alternative view to cycling. They can be eye-openers to people already convinced. At the symposia this is more easy to do. Since these are held at the FCCs. The travelling FCCs will have to invest more in the first activities, not having the possibility to take along many people.</p> |

Field of potential risk: Eagerness to involve press and go public

1. The importance of communication and press communication was already mentioned on several occasions within Handshake. However, there can also be a negative side to this. If an FCC constantly strives to communicate, there is a chance that there is not enough room left to work on projects in a quiet way.

1. It is important to leave some space for ideas to develop outside of the public eye without unhelpful speculation or critique. This relates to the transition arenas as well. Cities should be able to use transition arenas to work in a confident way with the people of the arena in the project, to open up this project, explain and develop. This will not always be the case if a city goes for too many press releases. Communication is of course a part in transition management, but it needs to be seen as a tool to improve transition management, not as a goal. The wider programme of work should be known publicly, but the arenas should be a safer space to share and explore than normal consultation events, departmental discussions or committee meetings.

6 Fast forward to post project action plans

Handshake is a catalyst to boost transition in the formalisation and management in the future.

The 10 Future Cycling Capitals have the opportunity to give feedback to political leaders and the community when needed. It will help them to indicate that a working transition arena is valuable when exchanging with other cities in their country.

The following four deliverables on transition and transfer are to be provided by Handshake:

1. June 2021: Deliverable 3.4 - Post-project Action Plans Draft. This draft will provide a first information on how the solutions transferred will keep being rolled out after Handshake terminates.
2. October 2021: Deliverable 3.3 - Facts and lessons from the transferred solutions provides results and lessons learned of the implemented solutions.
3. December 2021: Deliverable 3.2 - Report on the inspiration and transfer process. This report will provide information on the progress in the 10 FCCs on the transfer process. Here, the FCCs describe the progress they reached or did not reach for each solution to transfer. It describes steps taken or reasons why some steps may not have been taken and what will happen with the transfer of the solution in the future.
4. December 2021: Deliverable 3.5 – Post-project Action Plans. These action plans will provide detailed information on how the solutions transferred will keep being rolled out after Handshake terminates.

To ease the writing of these deliverables, all cities do a short reporting on the activities held and their possible impact by filling in the activity report templates and pointing out indicators (see ANNEX II – Activity report template).

ANNEX I – Gantt-chart template

Gantt-chart to plan tasks and activities related to transfer and transition management



Name of the City

Date of version

| Project Month | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 | 36 | 37 | 38 | 39 | 40 | 41 | 42 | | | | | | |
|---|------------|---|---|---|------|---|---|---|---|----|----|----|------|----|----|----|----|----|----|----|------|----|----|----|----|----|----|----|------|----|----|----|----|----|----|----|----|----|----|----|----|----|--|--|--|--|--|--|
| Year | 2018 | | | | 2019 | | | | | | | | 2020 | | | | | | | | 2021 | | | | | | | | 2022 | | | | | | | | | | | | | | | | | | | |
| Calendar Month | S | O | N | D | J | F | M | A | M | J | J | A | S | O | N | D | J | F | M | A | M | J | J | A | S | O | N | D | J | F | M | A | M | J | J | A | S | O | N | D | J | F | | | | | | |
| Transition Management Arena | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Immersive Study Tour | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Immersive Symposium | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Transfer Management | Solution 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Solution 2 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Solution n | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| General Assembly | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| D3.4 - Post-project Action Plans Draft | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| D3.3 - Facts and lessons from the transferred solutions | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| D3.2 - Report on the inspiration and transfer process | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| D3.5 – Post-project Action Plans | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

ANNEX II – Activity report template

| Activity report, Part 1 Rapporteur | | | |
|--|------------------------|------------------|----------------------|
| City code | [Choose from Dropdown] | Date of report | |
| Contact person for questions | | | |
| Activity report, Part 2 Activity | | | |
| Title of activity | | | |
| Date of activity | Method of activity | Topics discussed | |
| | [Choose from Dropdown] | | |
| Solution category | [Choose from Dropdown] | | |
| Content of activity | | | |
| Outcomes and Agreements | | | |
| Next steps | | | |
| Upload of agenda, documents, etc. on Exchange Hub | | | |
| Activity Report, Part 3 Participants | | | |
| First name | Second name | Organisation | Role in organisation |
| | | | |
| Activity Report, Part 4 Indicators | | | |
| Number of people involved in the transition arena | | | |
| Number of stakeholders groups involved in transition arena | | | |
| Number of members of involved stakeholder groups | | | |
| Number of activities conducted | | | |
| Participant satisfaction at activities | | | |
| Number of experiments conducted | | | |
| Number of people reached with experiment | | | |
| Number of transition arena meetings held | | | |
| Number of participants in activities | | | |
| Number of municipalities where activities were organised | | | |
| Number of press coverages | | | |
| Number of gadgets spread among individual cyclists | | | |
| Number of non-cyclists being aware of measures for cycling | | | |
| Number of non-cyclists being happy with cycling measures | | | |

| Activity Report, Part 5 Mentoring Activity | |
|---|---|
| Please specify which type of mentoring you are describing. | <i>[Choose from Dropdown]</i> |
| Please specify the solution category during your mentoring activity, and describe your mentoring activity during this reporting period. | <i>[Choose from Dropdown]</i> |
| | |
| Activity Report, Part 6 Communication and Dissemination | |
| Please specify any communication and dissemination activities during this reporting period. | <i>Tweets, Online news, information posted on Exchange Hub, etc</i> |
| Activity Report, Part 7 Other | |
| Please feel free to share any other information here | |