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Deliverable 4.1
Report on Knowledge Transfer Between Front Runner Cities and
Fast Follower Cities, taking into account the proceedings of the
knowledge transfer workshops and mentoring process.

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Executive Summary

The Connecting Nature Framework places the nature-based solution at the core of an interactive process. The process runs through three distinct phases of development for a nature-based solution: planning, delivery and stewardship. Throughout each phase there are seven separate elements that cities and other entities need to consider to help them shape their individual nature-based solution: Technical solutions, Governance, Financing and business models, Nature-based enterprises, Co-production, Impact assessment and Reflexive monitoring.

Successful scaling out of the CN Framework to FFCs NBS exemplars is contingent on providing the cities with a good understanding and knowledge of CN Framework Elements (Indicators/Impact Assessment; Technical Solutions; Financing and Business Models; Entrepreneurship) and Processes (Governance; Co-production; Reflexive Monitoring).

The aim of the Experiential Learning Framework (ELF) is to support the transfer of knowledge between FRCs and FFCs in the Connecting Nature Project. The ELF is co-creative and cuts across multiple WPs; it is framed around the following: the sharing of good practice between and among cities, irrespective of their designation (FRC/FFC); working examples; evidence; inter-disciplinary work; and stakeholder engagement between and among all CN partners.

The ELF is comprised of two phases:

- **Knowledge Transfer – Phase 1:** The focus of Phase 1 was sharing of conceptual (i.e. explicit/codified) knowledge related to the development and practical application of the Framework. This was achieved via: (a) preparatory work with the FFCs; and (b) the design and delivery of two knowledge transfer workshops in 2019 (January in Nicosia; October 2019 in Málaga).
- **Knowledge Transfer – Phase 2:** Phase 2 was designed to build on, and from, the current and previous one-to-one support provided to FRCs and FFCs by CN Framework element leads, scientific support partners (for example, UVT) and SME support partners in the **Knowledge hubs**. It is intended to be an exploration of how expertise emerging from our Connecting Nature cities can be shared through peer-to-peer support; how learning processes captured by reflexive monitoring can be continued for our fast-follower cities and transitioned to a more city-to-city process by the **Reflexive monitoring platform**; how learning objectives and innovation emerging from the exemplar implementation processes can be explored and solutions shared in the **Networks**; and how expertise held within consortium (and beyond it) can be mobilised by the **Networks**.

The focus of Knowledge Transfer – Phase 1 involved the design and delivery of KT activities that provided the means to support the transfer of explicit knowledge (generated by the experiential knowledge gathered by FRCs) to the FFCs. With this in mind, establishing a strong foundation of the concepts, products, and processes that would form the CN Framework, via the transfer of **explicit knowledge** was a priority and a key aim of the first two Knowledge Transfer Workshops.

Having established a strong foundation of knowledge transfer via the sharing of conceptual knowledge related to the development and application of the Framework (Phase 1), Knowledge Transfer – Phase 2 represented a shift in support to the FFCs, one that relied on and centralized the cities experiences with the framework (i.e. moving from ‘**knowing that**’ to ‘**knowing how**’), specific to the application of the framework to the NBS exemplars in of the cities, as well as fostering meaningful and sustained peer-to-peer support among and between the cities.

This document provides a detailed overview of knowledge transfer activities between the FRCs and FFCs. The report will also outline some key innovations and next steps – including (a) the collaborative approach undertaken across WPs as part of the ELF in the design and delivery of Knowledge Transfer – Phase 2, (b) the development and application of a novel arts-based co-creation methodology, and (c) an innovative approach to on-line knowledge transfer via a series of Learning Platform Webinars. Finally, a number of key reflections and learnings are threaded across the document, including: the role of the CN Framework to help the cities build narrative and tell their NBS story; how best to support the retention of explicit knowledge via short practical exercises; designing activities that provide an opportunity to apply knowledge in ‘the real world’; creating and sustaining meaningful spaces for significant peer-to-peer support (via RM sessions); adapting KT activities (impact of COVID-19 on face-to-face activities and the design and delivery of the Learning Platform Webinar); and , exploring future application of lessons learned and delivery of KT activities to non-Connecting Nature partners.

1. Introduction

Deliverable 12 comprises a report on knowledge transfer (KT) between Front-runner Cities (FRCs) – Genk, Glasgow, and Poznań – and Fast-follower Cities (FFCs) – A Coruña, Burgas, Ioannina, Málaga, Nicosia, Pavlos Melas, and Sarajevo. This document provides an overview of the experiential learning framework (ELF) that has been developed to capture and support the transfer of knowledge generated by the FRCs. This report provides a detailed overview of KT activities delivered to date, via the ELF, to support the FFCs application of the Connecting Nature (CN) Framework in the design and implementation of their nature-based solutions (NBS) exemplars. The report will also outline some key innovations and next steps – including (a) the collaborative approach undertaken across WPs as part of the ELF in the design and delivery of Knowledge Transfer – Phase 2, (b) the development and application of a novel arts-based co-creation methodology, stemming from this work with the FFCs, and (c) an innovative approach to on-line knowledge transfer via a series of Learning Platform Webinars. Finally, key **Reflections and Learnings** (R&Ls) are threaded throughout the report, and summarized in the conclusion. These R&Ls showcase some of the more significant outputs of the ELF, and together, they demonstrate how the transfer of explicit knowledge creates a foundation for meaningful engagement, and leads to enhanced and sustained experiential learning; over time, this **shift from ‘knowing that’ to ‘knowing how’** demonstrates the ELF’s capacity to foster a space for multi-directional knowledge transfer between and among the FRCs and FFCs.

1.1: Knowledge Transfer – Key Terms

Work Package 4 focusses on scaling out of the CN Framework to FFCs to support the design and implementation of their NBS exemplars. A key aspect of success for WP 4 rests first on effective knowledge transfer, framed by the learnings and experiences of FRCs.

Box 1 provides an overview of key terms that inform the overall design and delivery of the ELF.

Box 1: Key Terms
<p>Knowledge: Tacit (Experiential) and Explicit (Codified) Knowledge can be categorised according to (1) explicit knowledge and (2) tacit knowledge (Polanyi, 1962). According to Carrillo and Chinowsky (2006) tacit knowledge is subjective; explicit knowledge is systematic, formal, and easily documented. Virkus (2004) notes that explicit knowledge is ‘knowing that’, i.e. it is knowledge that is easy to document, codify and share, while tacit knowledge is ‘knowing how’, meaning it is knowledge that is dynamically created, internalized, and generated through experience.</p> <p>Experiential Learning Kolb¹ (1984) described learning as the process whereby knowledge is created through the transformation of experience. More recently, Braid (2018) describes experiential learning in terms of a set of strategies that structure the acquisition of information, analysis of ideas, and self-reflection in order to pull people into active engagement with their world”.</p> <p>Knowledge Creation Knowledge is created through conversion between tacit and explicit knowledge (Nonaka et al, 1994). Knowledge creation centres on the building of both tacit and explicit knowledge, and more importantly, on the interchange between these two aspects of knowledge through internalization and externalization (Nonaka et al, 1994).</p> <p>Knowledge Transfer Argote, Ingram & Moreland (2000) describe knowledge transfer as the process through which one unit (e.g. an individual, group, department, or division) is affected by the experience of another. Knowledge transfer includes both the sharing of codified (i.e. explicit) and tacit (i.e. knowledge gained through experience) knowledge (Wehn and Montalvo, 2016).</p>

Section 2 provides a short overview of the Connecting Nature Framework on which the ELF and subsequent KT

¹ In his model of experiential learning (Kolb 1984) outlines the key components involved in the generation of new knowledge via experience: (a) concrete experiences in which students involve themselves fully, and openly, without bias in new experiences; (b) reflective observation in which students reflect on and observe experiences from many perspectives; (c) abstract conceptualization in which students create concepts that integrate observations into logical and sound theories; and (d) active experimentation in which students use theories to make decisions and solve problems (Kolb 1976, 1984, in Ferguson, Makarem and Jones, 2016).

activities have been designed and delivered.

Connecting Nature Framework

The Connecting Nature Framework places the nature-based solution at the core of an interactive process. The process runs through three distinct phases of development for a nature-based solution: planning, delivery and stewardship. Throughout each phase there are seven separate elements that cities and other entities need to consider to help them shape their individual nature-based solution: Technical solutions, Governance, Financing and business models, Nature-based enterprises, Co-production, Impact assessment and Reflexive monitoring. More on how the cities work with the Connecting Nature Framework will be presented in deliverable 6 and 14.

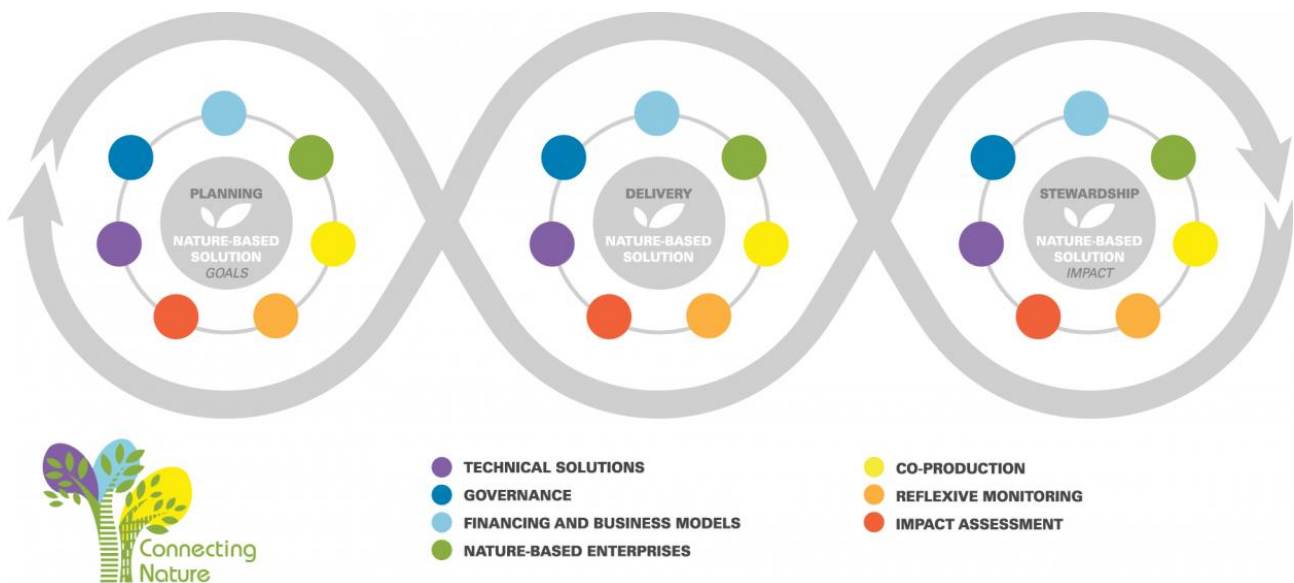


Figure 2: The Connecting Nature Framework

R&L #1: Evolution of the Connecting Nature Framework Figure

The Connecting Nature Framework figure was co-produced by the scientific partners and FRCs, coordinated by WP2 academic leads within the first 2 years of the project and presented in deliverable 5.

After working with CN Framework during the KT workshop in Málaga WP 2 reflected upon the usability of the framework and the figure to support the creation of a narrative of how the cities work with the different CN framework elements. Multiple workshops were organised (with the CN Framework, FRCs and FFCs (A Coruña and Pavlos Melas) to co-design a figure that could be used by all CN cities. This resulted in the final version of the figure supported by the graphical design within WP6 and presented in a guidebook on the CN website (<https://connectingnature.eu/sites/default/files/images/inline/Connecting%20Nature%20Framework.pdf>).

Later, a YouTube video was created to explain the figure during the Glasgow Summit (https://youtu.be/bM3ds_ZdYfc).

2. Experiential Learning Framework

The aim ELF is to support the transfer of knowledge between FRCs and FFCs in the Connecting Nature Project. The ELF is co-creative and cuts across multiple WPs; it is framed around the following: the sharing of good practice between and among cities, irrespective of their designation (FRC/FFC); working examples; evidence; inter-disciplinary work; and stakeholder engagement between and among all CN partners.

The ELF is comprised of two phases:

Knowledge Transfer – Phase 1: The focus of Phase 1 was sharing of conceptual (i.e. explicit/codified) knowledge related to the development and practical application of the Framework. This was achieved via: (a) preparatory work with the FFCs; and (b) the design and delivery of two knowledge transfer workshops in 2019 (January in Nicosia; October 2019 in Málaga). Section 4 provides a detailed overview of Phase 1 activities.

Knowledge Transfer – Phase 2: Phase 2 was designed to build on, and from, the current and previous one-to-one support provided to FRCs and FFCs by CN Framework element leads, scientific support partners (for example, UVT) and SME support partners in the **Knowledge hubs**. It is intended to be an exploration of how expertise emerging from our Connecting Nature cities can be shared through peer-to-peer support; how learning processes captured by reflexive monitoring can be continued for our fast-follower cities and transitioned to a more city-to-city process by the **Reflexive monitoring platform**; how learning objectives and innovation emerging from the exemplar implementation processes can be explored and solutions shared in the **Networks**; and how expertise held within consortium (and beyond it) can be mobilised by the **Networks**.

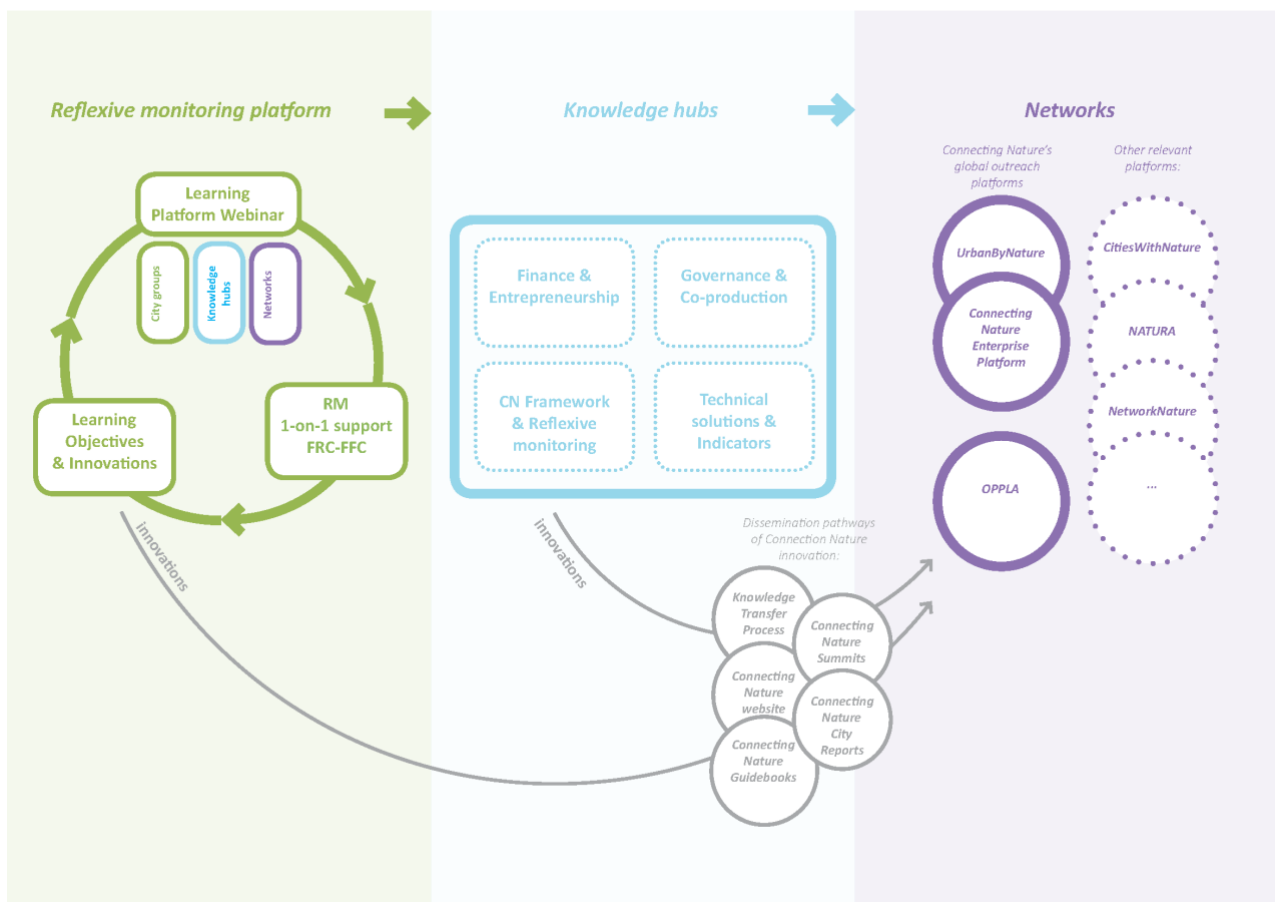


Figure 1: Knowledge Transfer – Phase 2: This figure outlines the key aspects of KT – Phase 2, including the Reflexive Monitoring Platform, the Knowledge Hubs, and Networks.

3. Knowledge Transfer – Phase 1

Successful scaling out of the CN Framework to FFCs NBS exemplars is contingent on providing the cities with a good understanding and knowledge of CN Framework Elements² (Indicators/Impact Assessment; Technical Solutions; Financing and Business Models; Entrepreneurship) and Processes (Governance; Co-production; Reflexive Monitoring). The focus of Knowledge Transfer – Phase 1 involved the design and delivery of KT activities that provided the means to support the transfer of explicit knowledge (generated by the experiential knowledge gathered by FRCs) to the FFCs. With this in mind, establishing a strong foundation of the concepts, products, and processes that would form the CN Framework, via the transfer of **explicit knowledge** was a priority and a key aim of the first two Knowledge Transfer Workshops.

4.1 Preparatory Work

4.1.1: Classification of Knowledge

During the first 18 months of the project, there was an intensive stakeholder engagement process undertaken by CN partners with the three FRCs – Genk, Glasgow, and Poznań – in order to co-create and test the applicability of the CN Framework in the three cities. Key outputs from the first 18 months include: the creation of a NBS database; the identification of a set of health and well-being indicators for the NBS exemplars in each of the FRCs; the design and delivery of co-production workshops in each of the FRCs; the development of a reflexive monitoring (RM) process; research into financing and business models specific to NBS; and the development of a comprehensive data gathering framework for capturing experiential learning associated with each FRC's three case studies

Appendix A provides an overview of activities, and lists the key outputs from each (across WPs 1-3, and 6). Each output has been classified according to knowledge type. Recalling the focus of Phase 1 – Knowledge Transfer (i.e. sharing of conceptual (i.e. explicit/codified) knowledge related to the development and practical application of the Framework) the classification exercise as presented in the table, formed the foundation for the design and delivery of the KT Workshop 1 and KT Workshop 2.

4.1.2: Fast-Follower City Visits – Osmos

In addition to the classification exercise described in Appendix A, the programmes for the first two workshops were also informed by a series of Fast Follower City visits. The aim of the visits was to capture the status of NBS in each FFC, in much the same way as was done with FRCs (via WP3 'initiating scale process'). In short, WP 3 Lead UEL, with support from Osmos, undertook an extensive and on-going stakeholder engagement process with each of the FRCs. A similar approach was taken with the FFCs, with the caveat that this process of relationship-building and exploration with the cities would need to be streamlined and completed over a shorter period of time. As with the FRCs, Osmos visited each of the FFCs; during their visits, Osmos completed interviews with key experts (representing stakeholders across the penta-helix – society; administration; business; knowledge (academia and researchers); and capital (business)) and conducted workshops comprising project environment canvas and chart of emotion.

The city visits were completed between October-December 2018. The resulting city reports provided an initial overview of the status of NBS in each FFCs, including some key opportunities and challenges. The information captured in the reports was useful in the design and delivery of the knowledge transfer activities; furthermore, the visits established a relationship between cities and Osmos allowing for a more holistic engagement with respect to follow-up activities (i.e. via Task 4.3 and the establishment of the innovation clusters).

4.1.3: Pre-KT Introductory Webinars

In the lead up to the first KT workshop in Nicosia (January 2019), a series of webinars were delivered by WPs 1, 2, and 6 to the FFCs. Between December 2018 and January 2019, the FFCs participated in the following webinars:

- December 12th, 2018: Reflexive Monitoring Process Methodology;
- January 8th, 2019: Monitoring and evaluating the effectiveness of nature-based solution implementation;
- January 14th, 2019: Introduction to Co-production; and,
- January 24th, 2019: Financing, Business Models & Entrepreneurship for nature-based solutions.

² At the beginning of Connecting Nature and the development of the Framework the term 'Building Blocks' was used; this evolved to CN Framework Elements as the Framework evolved into its current form.

These webinars, framed around CN Framework elements, were designed to provide an introduction to key concepts and methods underpinning the CN Framework. The webinar support aimed to soften the ground for the FFCs and prepare them to engage more meaningfully with the CN framework as part of the first Knowledge Transfer Workshop in Nicosia.

4.2: Knowledge Transfer Workshop 1 – Nicosia (January 2019)



Image 1: (a) Outputs from practical exercise between FRCs and FFCs; (b) Gillian Dick sharing Glasgow's experience and knowledge with representatives from FFCs Ioannina and A Coruña.

Knowledge Transfer Workshop 1 took place in Nicosia from January 29th-30th, 2019. The workshop included participants from each of the FRCs, as well as all FFCs (with the exception of Sarajevo who were unable to attend due to travel visa issues). WP 4, in collaboration with all WP leads and CN partners, developed and delivered a KT programme with the following aims and objectives:

- Reinforce and build on the conceptual knowledge provided via introductory webinars;
- Establish and foster peer-to-peer exchange between FRCs and FFCs, supported by WP leads and CN partners;
- Promote FFCs hands-on learning from short practical exercises designed for FRCs to share their knowledge and experience of the CN Framework with FFCs; and
- Create a space for all cities, FRC and FFC to share and discuss opportunities and challenges/barriers specific to the design and delivery of NBS.

Over the course of the two days, the FFCs were guided by FRCs and WP leads across a number of sessions that aimed to draw the conceptual elements of the Framework together, offering them an opportunity to engage with and gain experience with each CN Framework element in the context of the full Framework. On the first day, the FFCs provided short introductions to their exemplars, opening up a discussion that allowed the cities to discuss some of the broader issues around NBS implementation, including key challenges relating to governance, financing, and business models. Overall, KT Workshop 1 sessions provided a mix of theoretical/conceptual learning, and short practical exercises offering the cities an opportunity to apply the concepts to their own exemplars.



Image 2: (a) Genk sharing their experiences with Pavlos Melas and Burgas; (b) Poznań sharing their experiences with Nicosia.

It was an intensive two-day learning experience. Reflecting on this, Genk provided an apt summary of the workshop: “Connecting Nature is a complex project. The CN Framework provides us with a way to tell our (NBS) story”.

R&L #2: The role of the CN Framework to help the cities build narrative and tell their NBS story

As the FRCs shared their experiences of working with the CN Framework with the FFCs, the holistic nature of the Framework came into sharper focus; specifically, through the FRC experiences, it became clear that the power of narrative (and story-telling) in design and delivery of NBS, and the role the CN Framework can play in supporting cities in telling their story is both one of the more challenging and (potentially) most innovative drivers for the cities.

R&L #3: Supporting the retention of explicit knowledge via short practical exercises

While the focus of Phase 1 – KT involves the transfer of explicit knowledge, KT Workshop 1 also offered the FFCs opportunities to reflect on the application of this knowledge vis-à-vis their NBS exemplars. Through the design and delivery of short group exercises – facilitated by the FRCs – the FFCs were given an opportunity to share their experiences and identify some of the key challenges and opportunities linked to their exemplars. The application of the explicit knowledge shared with the FFCs would be further reinforced during the second KT Workshop in Malaga – which offered the FFCs an opportunity to work with the CN Framework and apply it to ‘the real world’ by designing an NBS for Lagunillas – Malaga’s CN exemplar.

4.3: Knowledge Transfer Workshop 2 – Málaga³ (October 1st, 2019)

KT Workshop 2 took place in Málaga, Spain on October 1st, 2019. Building on the previous KT activities with the FFCs already outlined in this document, as well as additional activities, including FFC workshops as part of Task 4.2 (i.e. practical application of the Business Model Canvas vis-à-vis FFC exemplars) the second knowledge transfer activity comprised a practical knowledge transfer exercise. In this way, this workshop aimed to take the explicit knowledge the cities had gathered to date, and provide them with an opportunity to work through a real-life example in order to enhance their tacit knowledge (i.e. shifting the focus from ‘**knowing that**’ to ‘**knowing how**’).

The aim and objectives of the KT workshop practical exercise delivered during the Oct 1 workshop were as follows:

- Create and deliver a practical exercise that offered an opportunity for FFCs and FRCs to work together to address a specific problem through the design of an NBS for Lagunillas.
- Build on the foundation of knowledge transferred during the KT workshop in Nicosia, where the key components

³ KT Workshop 2 was originally planned to take place in Bologna, Italy at the beginning of September 2019; however, in July 2019 the decision was made by the Project Coordinator to move the date and location of the AGM (and KT workshop) from Bologna to Málaga, for September 30th to October 2nd, 2019.

- of the framework were introduced
- Facilitate Peer-to-Peer learning between the cities
 - Identify learning opportunities/objectives
 - Prepare FFCs to undertake the development of own CN Framework reports (feeding into Tasks 2.4 and 4.3) and overall implementation of their NBS exemplar

The workshop kicked off with a walk through the Lagunillas neighbourhood. In preparation for the walk, participants were provided with an overview brief describing some of the historical and current aspects of the neighbourhood, with a focus on economic, social, health, and environmental issues. The walk through the neighbourhood was facilitated by Cristian and was an important part of day – providing all with an opportunity to get a feel for the neighbourhood.



Image 3: Walking through Lagunillas neighbourhood; getting a feel for the place.



Image 4: Connecting Nature participants walking through the Lagunillas neighbourhood in Málaga (the focus of the

day's practical exercise/KT Workshop 2).

For the practical exercise, a guiding document (based on the format and structure of the CN Framework report) was co-produced with WP 1-4, 6 and provided to participants. Breaking the FRCs, FFCs, and CN partners into three separate groups, each group was instructed to use the guiding questions to design an NBS for Lagunillas. The guiding questions follow the flow of the CN Framework report; this alignment between the framework (as a tool) and report (as means to reflect on and record the key activities, outputs, and future outcomes) provided the FFCs the 'hands-on' experience of how the CN Framework can be used to design and deliver an NBS. Appendix B provides an overview of the guiding questions for the practical exercise.



Image 5: Group 2 reflecting on the design of their NBS for Lagunillas using the CN Framework.

At the end of the day, each group presented an overview of their proposed exemplar for Lagunillas, including challenges identified as they worked through each of the steps.

R&L #4: Designing activities that provide an opportunity to apply knowledge in ‘the real world’ – the role of the Lagunillas practical exercise in creating the space and conditions for shift – from ‘knowing that’ (explicit) to ‘knowing how’ (tacit).

The practical exercise provided the FFCs, and by extension the FRCs, an in-depth opportunity to engage and discuss key challenges and opportunities while they worked through the exercise guiding questions and considered the type of NBS that could be designed for Lagunillas. Through the exercise, the FFCs worked with the Framework elements; however, the difference between KT Workshop 1 and 2, was that, in Malaga, the exercise required them to think about the elements not as individual components, but rather in relation to all the other elements, and in the context of the three Phases of NBS – design, delivery, and stewardship. In this way, the FFCs experienced the CN Framework in a more comprehensive way, and this led to a greater understanding and appreciation regarding the relationship between and among the CN elements (i.e. the Framework as a sum of its parts, rather than working with the parts individually, as the cities had done during KT Workshop 1).

R&L #5: Future application of practical exercises – some things to consider

The practical exercise was an innovative way to enhance FFC experience with the CN Framework; however, reflecting on some of the organizational aspects of the Malaga exercise, in the future, it is worth considering the following aspects, as a way to ensure broad participation and meaningful engagement from all participants:

- a) Group Size: Each group was composed of an FRC lead, and 2-3 FFCs; in addition, CN consortium partners were distributed across all three groups. While the initial vision for the groupings was to foster FRC-FFC dialogue, owing to the large size of the groups, and the number of non-city partners distributed across the groupings, there were moments during the day where FFCs were not actively participating. In the future, small group size (with a focus on city-to-city exchange) would allow for more meaningful engagement.
- b) Group Composition: As noted in a) each of the groups comprised city and non-city partners. In the future, it may be worth considering city-only and non-city groupings as separate and distinct; in this way, the practical exercise can be used to foster meaningful peer-to-peer exchange. From our experience in Malaga, while the peer-to-peer was prioritized, there is a fine balance to be negotiated when bringing together such diverse partners.
- c) Timeframe: Given the complex nature of the CN Framework, it is worth reflecting on how expanding the timeframe for running a practical exercise (from 1 day to 2) would improve the overall experience and learnings of the cities.

NB: further testing of a-c was going to be explored/tested during KT Workshop 3 in Sarajevo in May 2020; however, due to COVID-19, this workshop never took place.

R&L #6: Feeding outcomes and outputs from Phase 1 into the design and delivery of Phase 2 of ELF

These challenges identified at the end of the practical exercise were reflected on during the AGM (October 2nd) by the FFCs during the reflexive monitoring workshop as well as through a clustering exercise (led by WP 3). The outcomes of this clustering exercise would form the basis over subsequent months of a broader collaboration across WP 2, 3, and 4, resulting in the development and design of Phase 2 (of the overall Knowledge Transfer process within the ELF), and the updated mentorship pairings between FRCs and FFCs.

4.4: The Conclusion of Knowledge Transfer Phase 1

Knowledge Transfer Phase 1 was completed December 2020. Leading up to the launch of Phase 2, in between Phase 1 and Phase 2 of the ELF, the FFCs continued to build their knowledge and experience of and with the CN Framework across a number of activities, including: participation in the BMC and Entrepreneurship workshops (T 4.2), and a second round of Osmos City visits to establish the innovation cluster teams (T 4.3). While these activities are not part of the overall ELF, the FFCs applied what they learned from Phase 1, aligning the design and delivery of their NBS exemplar with the CN Framework.

5: Preparing the ground for Phase 2

5.1: The Clustering Process – a pre-cursor to the establishment of the Knowledge Hubs

Building on the R&Ls from Knowledge Transfer – Phase 1, and reflecting back on the initial explorations of local context in each of the FRCs and FFCs through the ‘initiating scaling process’ developed by the WP3 leads and Osmos, three key factors became apparent:

1. Challenges and barriers identified in cities broadly aligned with the Elements of the Connecting Nature Framework.
2. There were significant synergies between cities in terms of barriers/challenges faced when mainstreaming nature-based solutions and planning, delivering, and developing stewardship processes for the Connecting Nature Exemplars.
3. Different cities were at different stages in relation to these barriers/challenges: some were front-running (i.e. they had developed innovative approaches to address them, i.e. Nicosia – business engagement; Malaga – NBE cluster), some had begun to consider approaches, and some had only just identified the barrier/challenge (i.e. indicators, monitoring and evaluation – all FFCs).

These factors represented an excellent opportunity to strengthen the knowledge exchange within the project, both in terms of city-to-city and expert (academic/SME/NGO)-to-city knowledge exchange. In order to facilitate this, a clustering process was initiated.

The first stage of clustering was to organise the challenges/barriers identified by the initiating scaling process into categories aligned with each CN Framework Element, and then sub-themes within these categories. This was done to both identify Element leads for each learning need, and also to identify learning needs that straddled more than one CN Framework Element. Once this was done, Element leads were invited to identify which challenges/barriers were already being addressed by planned support activities aligned with their Framework Element, and to identify those that were not. This was followed by a Clustering session, held at the Málaga AGM. Run by Osmos, participants in the workshop (CN cities, academic, SME, and NGO partners) were invited to discuss the barriers/challenges identified, and to vote (Image 6) in relation to their relevance, their urgency, and their interest to be involved in knowledge exchange on each topic either in terms of being a ‘front-runner’ (i.e. an expert in addressing the barrier/challenge), and thus able to lead knowledge exchange on the topic, or a ‘follower’ and thus interested in learning more about how the barrier/challenge has been addressed in other contexts.



Image 6: Some of the results of the Clustering Workshop held in Málaga to promote Knowledge Exchange in relation to FRC and FFC learning needs.

5.2: Cross-Work Package Collaboration

A key focus of both WP 2 and 4 involves supporting the implementation of the CN Framework across the city partners in Connecting Nature. Following on from the AGM in Málaga, both WPs initiated a series of discussions in November and December 2019 to define the scope of work to be undertaken by each WP (this was done in order to ensure both (a) a complimentary of work between WP 2 and 4, and (b) address and reduce duplication in efforts across deliverables related to CN implementation.

WP 2 and 4 discussions were happening in parallel with WP 3 and 4 discussion regarding the outputs of the clustering process (described above); by December 2019, WP 4 proposed drawing these two parallel discussions together, and this formed the basis for formalizing the collaboration between WP 2, 3, and 4 towards the development of the Knowledge Transfer – Phase 2 process.

Section 6 provides an overview of Knowledge Transfer Phase 2 and details activities undertaken to date.

6: Knowledge Transfer – Phase 2

Recalling Figure 2, the components of Knowledge Transfer – Phase 2 involve the following: Reflexive Monitoring; Knowledge Hubs; and Networks.

6.1: Reflexive Monitoring – Peer-to-Peer exchange between FRCs and FFCs

The first level of Knowledge Transfer Phase 2 involves peer-to-peer exchange between the FRCs and the FFCs. This peer-to-peer exchange builds on the work WP 2 and 3 have been doing with the FRCs since year 1 of the Connecting Nature project. WP 2 and 3 academic leads have supported framework development through engagement with the FRCs in the **Reflexive Monitoring Process**⁴. This has now been transitioned to also include FFCs which are being supported through **Knowledge Hub** resources (e.g., one-to-one meetings, peer-to-peer meetings, and reference materials).

The FRCs are now supporting the FFCs in this process through the 1-on-1 support mentoring sessions:

- Genk sharing experiences on co-production and involving citizens with Burgas and Pavlos Melas;
- Poznań: sharing experience of creating their narrative, CN Framework, and projects implemented in the city with Nicosia and Ioannina; and
- Glasgow: sharing learning with Málaga, Sarajevo and A Coruña.

The goals of the 1-on-1 support reflexive monitoring groups are as follows:

- Sharing experience of working with Reflexive Monitoring between FRCs & FFCs
- Knowledge exchange between FRCs & FFCs on the various CN Framework elements
- Identification of emerging Learning Objectives and Innovations for Knowledge Hubs and Networks based on the notes

In total, the cities will participate in three rounds of Reflexive Monitoring⁵. Based on the notes of the 1-on-1 support reflexive monitoring groups WP2 academic leads conducted an analysis to identify emerging Learning Objectives and Innovations for Knowledge Hubs (see upcoming deliverable 6). The analysis is then presented during the Learning Platform Webinars (LPW) to the city groups, Knowledge Hubs and Network participants (almost complete consortium). In total four LPW have been organised. Based on the verification of the LPW analysis the Learning Objectives and Innovations are used by the Knowledge Hubs as input for their follow-up city support activities and Networks to share the innovations on the different channels.

R&L #7: The role of RM sessions as a space for meaningful peer-to-peer support and exchange

The one-on-one RM sessions between the FRCs and FFCs have proven to be a space where the cities share experiences and learn from each other. In a very real way, through the dialogue fostered during the sessions, it is evident that both FRCs and FFCs can and do benefit from each other's experiences with the CN Framework (as a whole, and also when discussing specific elements that the cities have found challenging). For example, when discussing the reflexive monitoring process, Glasgow shared how they applied it to their context, and in this way conveyed the practicality of one of the more theoretical concepts of the Framework; moreover, by sharing their experience, Glasgow 'gave the FFCs permission (for lack of a better way to describe it) to experiment with theoretical concepts and devise new and innovative ways to apply them to their specific city contexts. Ioannina, for example, shared how they had applied RM and the dynamic learning agenda to other projects being managed by the city council.

6.2: Knowledge Hubs

The Knowledge Hubs (KHs) bring together the CN elements and provide a mechanism to: (1) Mobilise CN expertise to support cities; (2) Address Learning Objectives; (3) Move to CN Framework Elements approach (i.e. away from WP-specific activities to a more holistic approach that supports the design and delivery of the framework as a whole, rather

⁴ WP2 organised the FRC learning sessions and learning experience webinars based on reflexive monitoring. WP3-1-6 (all CN Framework element leads) are invited to join and contribute to the FRC learning sessions and learning experience webinars to represent their CN Framework element. WP3 supported FRC peer-to-peer exchange.]

⁵ As of the writing of this report, 2 rounds of FRC-FFC reflexive monitoring have been completed. The third round is scheduled to be completed before the end of the summer 2021.



than in parts.)

Each KH is comprised of Element lead(s) + SMEs + Academics + interested cities. Overall, **Learning Objectives** are fed in from existing identified barriers and Reflexive Monitoring FRC-FFC discussions. KHs assign leads for topics to review, propose, trial, etc. **Outcomes and supports** are fed back through webinars/communication/workshops/seminars. Detailed activities undertaken by the KHs are described in Section 6.4.

6.3: Networks

The Networks provide a mechanism to draw in expertise beyond the CN project to offer up additional support to the cities; furthermore, this aspect of Knowledge Transfer Phase 2 provides the means to showcase innovations stemming from the project by expanding the reach of CN partners and cities (across Europe, Asia, South America). The goals of the network component of Knowledge Transfer Phase 2 include:

- Capture and share learning from Peer-to-peer reflexive monitoring groups and KHs;
- Broaden Knowledge Exchange to non-CN partners; and
- Develop geographical hubs to open discussions between cities in similar geographical/ political/challenges context

Key networks and networking platforms include the UrbanByNature programme, the CN Nature-Based Enterprise Platform, the CN Summits, CitiesWithNature, and NetworkNature. These are described in detail below.

6.3.1 UrbanByNature

UrbanByNature is a facilitated expertise-sharing and capacity-building programme that was designed to empower local governments all around the world to harness the boundless potential of nature for sustainable urban development. The programme brings established and aspiring urban nature pioneers together in facilitated capacity-building webinars and workshops. Taking into account an integrated planning process, which has been used by local governments as part of the ICLEI network and beyond and accounts for the complex combination of departments, sectors and organisations involved in sustainable urban planning, the programme is designed to be flexible and adaptable to the questions and expertise participants and contributors bring to the table from their diverse backgrounds and regions.

The programme has a solid foundation taking into consideration relevant methodologies such as the [Green Climate City programme](#) and the [Green City Action plan methodology for the European Bank for Reconstruction and Development \(EBRD\)](#), both developed by ICLEI, as well as the [CitiesWithNature Initiative](#), designed by ICLEI, IUCN, and the Nature Conservancy. Furthermore, the International standard ISO 37101 “Sustainable development in communities” was also consulted to determine a holistic approach for the UrbanByNature programme. The integrated management cyclical approach has been set up in consultation with the mentioned relevant approaches to avoid duplication or reinvention of the wheel. Furthermore, UrbanByNature’s concept also builds on the building blocks of the “[Connecting Nature Framework](#)”.

Within the Connecting Nature project, the UrbanByNature programme has been launched in 4 regions, spreading the word about the findings of the Connecting Nature project and activating regional hubs for nature-based solutions in Brazil, the Caucasus, Korea and China. In these UrbanByNature hubs, a varied target audience has been attending webinars, online workshops and engaging among themselves: city officials and representatives of local governments, as well as green entrepreneurs, nature-based enterprises, design professionals, non-governmental organisations, associations, driven citizens, community leaders, researchers and scholars.

6.3.2 CitiesWithNature

The UrbanByNature Programme is hosted by CitiesWithNature (CWN), which is a global shared platform for cities - and soon regions - to unite, learn, connect, share, and inspire each other around urban nature and the advocacy and mainstreaming of nature in urban life, planning, policy, research, and practice. CWN not only helps biodiversity action at the local level. It also plays an important role in coordinating the local and subnational voice related to the UN Convention on Biological Diversity and the forthcoming Post-2020 Global Biodiversity Framework. In recognition, the Secretariat of the Convention on Biological Diversity has endorsed CitiesWithNature as an official commitment platform and registry in which cities can report on their work against biodiversity loss. It is also supported by the EU Committee of the Regions as a vehicle for European cities to profile their work on biodiversity towards the Post-2020 biodiversity framework and its future implementation in Europe.

As part of the sustainability planning of the Connecting Nature project and the work within WP4, the partners will discuss how CWN might be beneficial in sharing the experiential learning and knowledge transfer approach, which the project developed.

6.3.3 Nature-based Enterprise Platform



Welcome to the Connecting Nature Enterprise Platform

Nature-based enterprises (NBEs) use nature as a core element of their product/service offering.

Nature may be used directly by growing, harnessing, harvesting or restoring natural resources in a sustainable way and/or indirectly by contributing to the planning, delivery or stewardship of sustainable nature-based solutions.

Join the 600+ users on the platform and..

- 1 Connect like-minded communities.**
Bringing together specialised communities of nature-based enterprises is at the core of the platform. Each community is moderated by an industry leader, a kind of enterprise ambassador who will raise awareness of the benefits and risks of nature-based solutions and share sector-specific training and opportunities.
- 2 Connect with the latest industry developments. Showcase industry leaders.**
The Connecting Nature Enterprise platform aims to showcase industry best practice. Nature-based enterprises are connected with academic and technology partners to raise general awareness and knowledge about new innovations and existing quality standards across this industry sector.
- 3 Connect buyers with skilled and experienced suppliers of nature-based solutions.**
Recent studies¹ have shown that finding skilled suppliers is a major challenge. The platform helps to generate new ideas for nature-based solutions at an early stage of concept development thus increasing the quality and variety of potential interventions.

11 Communities of Practice

POST CHALLENGE
If you are a city council or a private company looking for nature-based inspiration at pre-tender stage - post an open challenge on the platform and get some ideas from the different communities of interest.

POST OPPORTUNITY
If you already have a tender ready-to-go, or a job opportunity, or any other kind of clearly defined opportunity, post these in the opportunity section to receive one-to-one responses.

More information & registration:
www.naturebasedenterprise.eu

¹ European Commission (2020). Public procurement of nature-based solutions. DOI:10.2777/981021

Connecting Nature is funded by the Horizon 2020 Framework Programme of the European Union, Grant Agreement 730222

The [Connecting Nature Enterprise Platform](#) was developed as a response to the increasing demand for nature-based solutions (NBS) for climate change adaptation and mitigation, and for healthier, cleaner and greener cities and the challenge of finding skilled suppliers of NBS that emerged as a result of this. The platform is managed by Horizon Nua.

The aim of the platform is to connect market demand with the supply of NBS by organisations and enterprises, and to support the nature-based economy.

A core element of the platform has been the establishment of industry led communities of practice. Each community is moderated by an industry leader (Community Ambassador) whose mission is to connect with and grow the community membership. Working with the Community Ambassadors, Horizon Nua co-ordinates the delivery of a series of high profile webinars, workshops and events in collaboration with UrbanByNature, The Nature of Cities Festival and Nature-Based Enterprise leaders to raise awareness of the potential of the nature-based economy among policy makers, private developers and corporates, public sector agencies and other stakeholders. Community ambassadors organise events which encourage interaction between cities and NBEs on subjects of interest from water management to green buildings. Both gain an insight from each other and

this contributes to the better development of entrepreneurship strategies one of the CN Framework elements. Podcasts and videos form part of the collection of outputs produced by the platform communities. The Platform now (July 2021) has over 1500 active users and 300 NBE's registered on the platform.

6.3.4 Connecting Nature Summit Series

The [Connecting Nature Summit Series](#) was developed by the project team to showcase Connecting Nature innovations, the ground breaking work on the nature-based economy and in the final Summit in 2022 the impact of nature-based solutions in cities and for communities. The first 2 Summits, the Innovation Summit and Enterprise Summit were held online in March and June 2021 respectively and are hosted by the front runner cities in the project. The online format employed in both the Innovation and Enterprise Summits extended the reach of the project with over 1000 registrations for each Summit from 57 and 65 countries around the globe with participation rates exceeding 60% for both. The online format has facilitated participation and knowledge exchange amongst a much wider audience than would have been possible at an in person event. The Summit being planned for Genk in 2022 will be a hybrid event of in person activity (COVID conditions permitting) and online participation. A full report on the Summits will be included in **Deliverable 23** In Month 55 of the project.

6.3.5 NetworkNature

The NetworkNature platform is the umbrella project for all EU-funded NBS projects. It gathers nature-based solutions (NBS) communities, resources, projects, best practices and tools under one roof. The pioneering European platform with a global reach will create opportunities for local, regional and international cooperation to make NBS the new normal. NetworkNature's mission is to support a global NBS community across science, business, policy and implementation through enhancing the NBS evidence base (incl. mapping knowledge gaps), upscaling the use of NBS

(incl. market analysis, providing guidance and capacity building, creating European NBS regional hubs), raising awareness (incl. communicating the latest findings and news in the NBS field, engaging existing stakeholders and reaching out to new audiences). NetworkNature also hosts an online platform, with the latest research, best practice, news, events and resources on NBS. Connecting Nature has already started including their innovative work on the platform. It will also be used to share the approach and outcomes of the WP4 work.

R&L #8: Sharing learning and city experiences of Connecting Nature Framework with non-CN partners

The UrbanByNature hubs are a great opportunity to share the learnings from peer-to-peer reflexive monitoring groups and knowledge hubs with a wider audience beyond Europe, broadening knowledge exchange experiences with non-CN partners. Not only the learnings of European CN cities can be exchanged with the numerous city representatives participating in the regional hubs, opening discussions on topics related to political and climatic challenges, but also the cities within the regional hubs can exchange their own experiences with European cities via discussions within webinars and events.

6.4: Activities

With the final version of the Knowledge Transfer – Phase 2 approved by the CN Steering Committee (May 2020 provisional; September 2020 final) CN partners initiated a series of activities, aligned with the three components of Phase 2. Having already described the first component (FRC-FFC Reflexive Monitoring grouping and sessions) and how they feed into the KH and Network Components Section 6.4.1 will provide some details on activities coordinated and delivered via the KHs. For an overview of all activities, please refer to **Appendix C**.

6.4.1: Knowledge Hub: Technical Solutions and Indicators

a) *Technical Solutions*

Due to the variable nature of the support needed by FFCs in relation to Technical Solutions, it was not deemed to be an effective use of resources to develop a standardised workshop process. As such, a bespoke process was developed for each FFC to support them to: complete the Technical Solutions element of their Connecting Nature Framework; develop their NBS exemplar; and identify barriers/challenges to this development and NBS mainstreaming more generally.

For each FFC, this represented a four-stage process. The four stages are presented in Table 1.

Table 1: The 4 stages to support FFCs – Technical Solutions KH	
Stage 1 - introduction	Introductory presentation by the Technical Solutions lead team, to explain the concept of NBS Technical Solutions, the structure of the Technical Solutions element of the Framework, some guidance on how to complete it, and how it relates to other elements.
Stage 2 - Review	Drs Connop and Nash reviewed a first draft of each FFC’s Technical Solutions element of the Connecting Nature Framework.
Stage 3 – Support	‘One-to-one’ workshop between the Technical Solutions project leads and each of the FFC NBS exemplar development teams. During the workshop, each FFC presented their exemplar progress using a Technical Solutions template. This comprised slides related to: i) Exemplar description; ii) Local context description; iii) How the exemplar design links to local context; iv) How the exemplar design will deliver the targeted benefits; and v) Any technical barriers/challenges faced. Following this presentation, an open discussion was held to explore these concepts further. The aim of the workshop with each FFC was to provide direct support and ideas, and to identify potential topic areas for further support through the Technical Solutions Knowledge Hub.
Stage 4 – Feedback	Written feedback was provided to each FFC in terms of the progress on their Technical Solution Element, the NBS exemplar more generally, and a summary of the learning needs identified during the process.

Following this bespoke workshop process, a list of learning objectives was developed for each of the FFCs. These were fed into the Technical Solutions Knowledge Hub, and a support plan to help the FFCs and FRCs in addressing any Technical Solutions challenges was developed.

The aim of the Technical Solutions Knowledge Hub is to develop a supporting resource for CN FRCs, FFCs, Multiplier Cities, and other cities globally, to address the common barriers/challenges associated with NBS mainstreaming. Support is being delivered in several formats (see Figure 7) related to the challenge/barrier identified, the expertise within the consortium, and the experience of other CN cities in addressing the challenge/barrier. Regardless of the support mechanism adopted, summary learning outcomes from the knowledge transfer process are added to the Technical Solutions Knowledge Hub on Documenta to make the knowledge accessible.

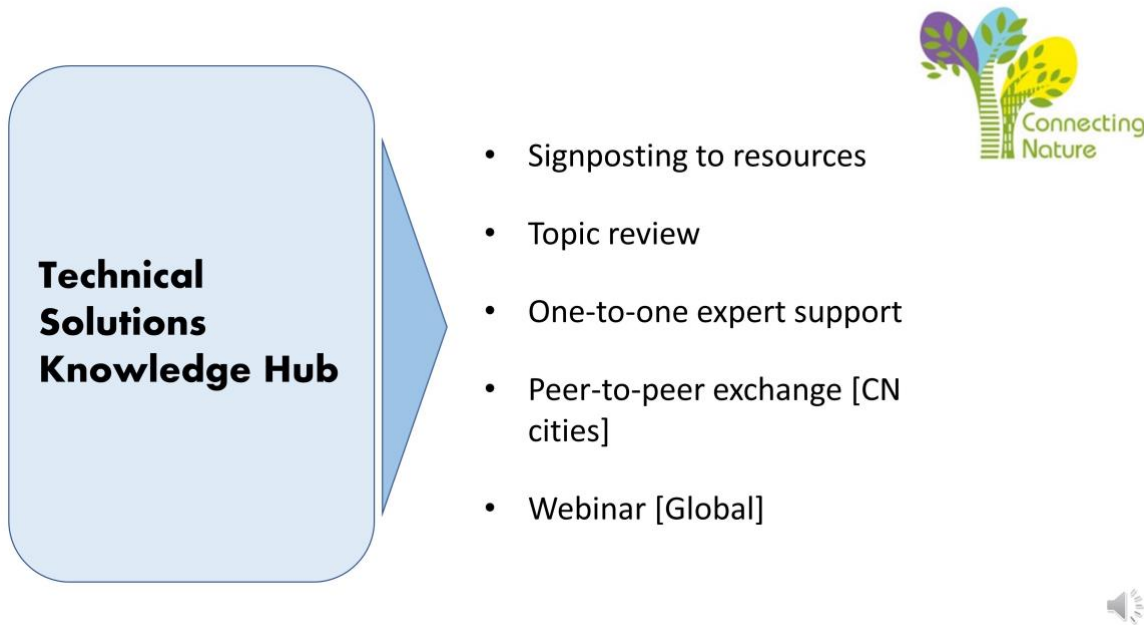


Figure 2: Overview of support delivered by Technical Solutions Knowledge Hub – scaling up from FRC to FFC, and scaling out, to cities beyond the CN project.

R&L #9: Transitioning the CN KH – Technical Solutions to support non-CN cities, and contribute to CN sustainability post-project

The next step will be to transition the CN Knowledge Hub to an outward-facing resource in order to offer support to cities outside of the CN project. Ultimately, the aim is to create a series of resources that underpin cities globally in completing the Technical Solutions Element of the CN Framework.

As a result of activities undertaken by the KH – Technical solutions (refer to Appendix C for a full list) several outcomes⁶ have been identified. These are presented in Box 2.

Box 2: Key Technical Solution Outcomes and Outputs

- Updated list of Technical Solutions barriers produced as target areas for support through the Technical Solutions Knowledge Hub (Figure 3).
- A series of FFCs identified barriers in relation to water management understanding. A follow up process coordinated by the Technical Solutions Knowledge Hub and led by the SME partner BioAzul was implemented as part of the Knowledge Hub support.
- Additional support processes are being developed as Knowledge Hub resources, both by the Technical Solutions lead team, and other WP3 partners. This includes knowledge transfer on topics such as the technical design issues related to balancing the use of lighting for people and for nature.

⁶ These outcomes demonstrate and reflect one of the key aspects of the ELF (i.e. that through the transfer and exchange of knowledge between and among cities, new knowledge is being generated/created (refer back to Box 1 for definition of knowledge generation/creation), for which additional support/processes will be designed.

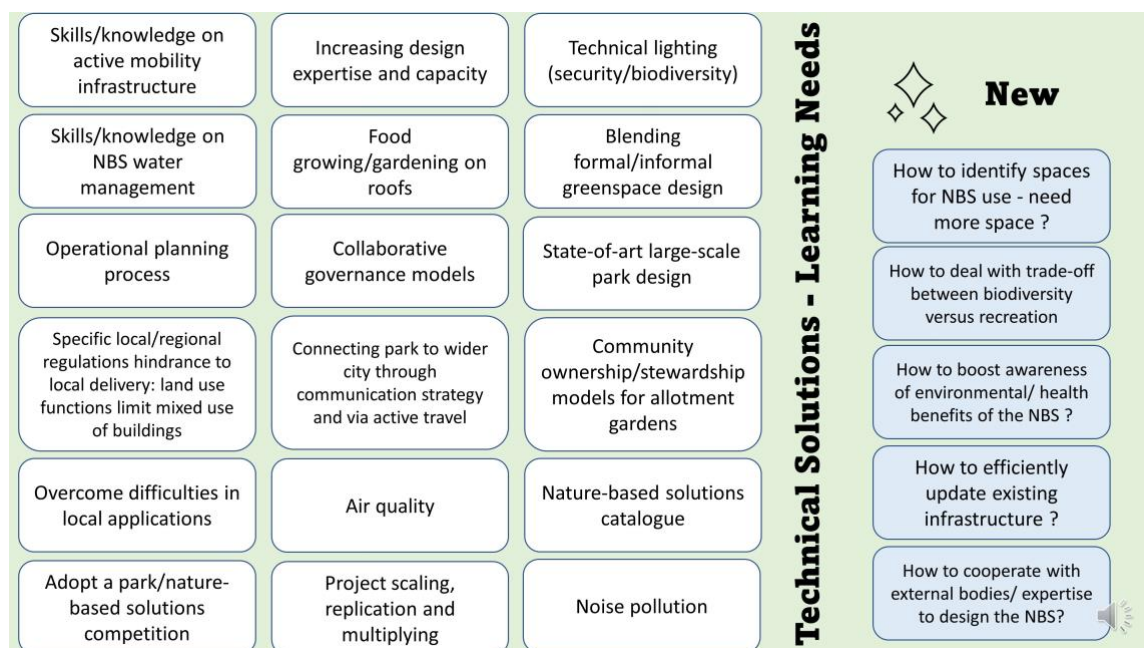


Figure 3: List of challenges/barriers experienced by Connecting Nature cities when addressing the technical aspects of Nature-based Solution planning, delivery, and stewardship.

Through these processes, WP3 partners are continuing to support the FFCs and FRCS in implementing their exemplars. The plan going forward is to continue the focus of this support by developing additional **Knowledge Hub** resources and organising more **Peer-to-peer Knowledge Exchange** events to increase the knowledge sharing and capacity of cities in navigating NBS barriers. There will also be another round of feedback on the Technical Solutions Element of the Connecting Nature Framework for the Fast Follower Cities.

b) Indicators

WP 1 designed and delivered a training programme to support the FFCs in the development of a monitoring and evaluation plan (M&E plan). The M&E plan allows the FFCs to evaluate the impact of their NBS. This program, called **“Create the story of your NBS from the Connecting Nature Impact Assessment Framework”** brought together the experiential knowledge of the FRCs, alongside the conceptual/theoretical knowledge and expertise other CN partners, including UDC, and UIRS. Table 6 provides an overview of the 9 sessions that comprise the training programme for the FFCs. Figure 4 outlines the overall organization of the process, including timeline.

Table 3: Training Programme: Overview of Sessions.

Date	M&E Building Block	Meeting type
9 November 2020	Framework Presentation	Kick-off webinar
26 November 2020	M&E Building Block 1	Conceptual webinar
3 December 2020	M&E Building Block 2	Conceptual webinar
28 January 2021	M&E Building Block 1 & 2	Solving problems
18 February 2021	M&E Building Block 3	Conceptual webinar
4 March 2021	M&E Building Block 4	Conceptual webinar
18 March 2021	M&E Building Block 3 & 4	Solving problems
15 April 2021	M&E Building Block 5	Conceptual webinar
29 April 2021	M&E Building Block 5	Solving problems

The Building Blocks that make up the training programme are as follows:

- Building Block 1. Structured reflection on NBS impacts, pathways and trade-offs
- Building Block 2. Choosing appropriate indicators
- Building Block 3. Developing a data plan for impact evaluation
- Building Block 4. Implementing the data plan
- Building Block 5. Integrating evidence into the policy process

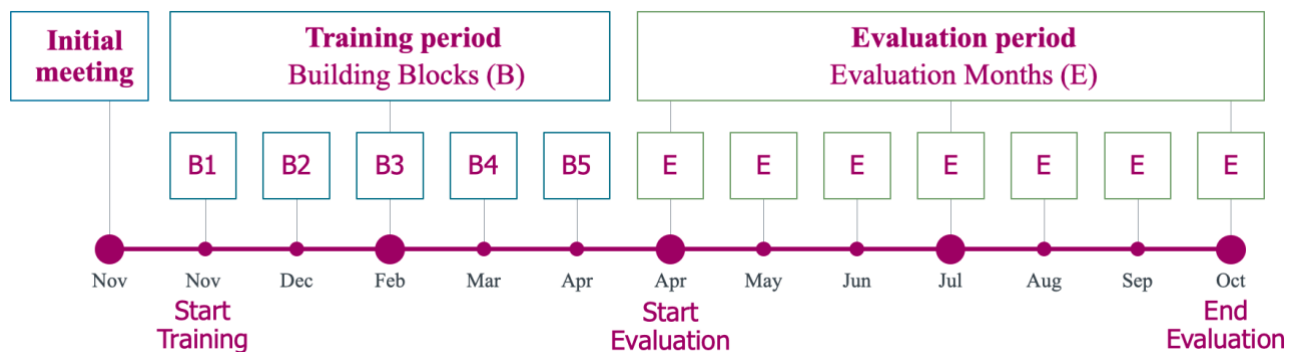


Figure 4. Timeline del Create the story of your NBS from the Connecting Nature Impact Assessment Framework

In the initial session (**kick-off**), the Connecting Nature Impact Assessment Framework and the 5 building blocks that comprise it were presented to the FFCs (for more information, refer to the Impact Assessment Guidebook). Broadly speaking, the training programme consisted of addressing each of the Building Blocks; this was achieved via a set of **conceptual webinars** where the theoretical and practical content was presented by the scientific/academic CN partners. As part of the conceptual training sessions, and in order to build their M&E plans, the FFCs had to complete a series of templates (for each of the building blocks); in completing the templates, the focus was on aligning them with the characteristics of their NBS. To reinforce the information and knowledge shared during the conceptual webinars, a set of **problem solving webinars** were held, offering a space for FFCs to share their doubts and challenges regarding the design of their impact assessment plans; FRCs and other CN partners were present to offer up solutions and support.

R&L #10: Reinforcing the peer-to-peer dynamic established during the RM FRC-FFC sessions across KH activities

It should be noted that the problem-solving webinars created a very natural and easy space for **meaningful peer-to-peer exchange and discussion among the FRCs and FFCs**. This builds on the peer-to-peer established during the RM sessions; furthermore, it contributes to one of the key aspects of the ELF, namely the move from FRC/FFC designation to the establishment of a set of Connecting Nature cities (i.e. via the peer-to-peer, the ELF and Phase 2 in particular are bridging the gap of knowledge between the FRCs and FFCs and the application of the CN Framework to their exemplars).

Box 3 provides a summary of key outcomes and outputs stemming from support via the KH – Indicators.

Box 3: Key Indicator/Impact Assessment outcomes and outputs.

- By the end of the training programme, each of the FFCs had designed a detailed impact assessment plan, with a specific set of indicators linked to their NBS exemplar. This information informs the "Impact Assessment or Indicators" section of their CN Framework Chapter. Following the completion of the training programme, the FFCs could decide if they wished to implement their M&E plan in order to collect data (using different methods) and analyze/interpret the results. The evaluation results provide a means for cities to know and better understand if the actions they have implemented via the CN Framework for the design/delivery/stewardship of their NBS exemplar are having the desired effect on health, social, environmental, and economic outcomes. **A Coruña, Nicosia and Sarajevo** have voluntarily decided to fully or partially implement their evaluation and monitoring plan. As of the writing of this report, these cities are collecting the available data (to establish a baseline). In the coming months, advisory meetings will be held with A Coruña, Nicosia, and Sarajevo to guide the collection of new data and gather evidence of the impact of their NBS.
- The main outcome of the knowledge transfer fostered by the training programme described above involves each of the FFCs finalizing their assessment plans before the end of July 2021. As of the writing of this report, all cities have established their theory of change and selected their impact indicators. For more information regarding the impact assessment plans, refer to **Deliverable 2**; this deliverable will present the results of the impact of the NBS in the cities of Connecting Nature, as well as data from the participatory implementation process.

The activities delivered as part of the Knowledge Hub – Governance and Co-Production are categorized as follows: a) peer-to-peer support; b) 1-2-1 sessions; c) group workshops and seminars. Additional details are provided below.

a) Peer-to-Peer support

There are a number of resources on Documenta that are freely accessible to the FFCs that allow them to learn from the experiences of the FRCs with respect to the governance element of the CN Framework. These include:

- Previously delivered FRC peer –to-peer: Genk communication and branding on Stiemerdeals. Originally took place as a FRC peer to peer on 22nd June 2020. Available in KH folder on Documenta for FFCs from February 2021;
- previously delivered FRC peer-to-peer learning (via WP3) – i.e. Poznań governance originally took place as a FRC peer to peer on 15th September 2020; it was made available in KH folder on Documenta for FFCs from February 2021; and,
- Genk presentation and discussion on the Genk governance innovation – 8th March 2021.

b) One-to-One supports

A series of one-to-one support sessions were delivered to the FFCs, including:

- **Co-production:** one-on-one sessions were held with each FFCs in May 2021 to provide guidance and support for the cities as they drafted/re-drafted the co-production chapter in the CN Framework report
- **Governance:** on-going support for each of the FFCs on the governance section of their CN Framework report. To date, UEL has complete the following 1-2-1: A Coruña, 2nd March 2021; Sarajevo, 11th March 2021; Nicosia, 31st March 2021; Pavlos Melas, 13th April 2021; and Málaga 11th June 2021. The remaining two cities (Burgas and Ioannina will be completed before the end of July 2021).

c) Group workshops and webinar programmes

An organizational coaching programme was designed by CN partners UEL, DRIFT, and UVT; comprising of three sessions, the programme was delivered in May 2021. The sessions are outlined in Table 4.

Table 4: Overview of Organizational Coaching Programme		
Session	Short Description	Date
1 - Stress management, especially in COVID times	How to take care of ourselves in stressful times by engaging in efficient recovery strategies, redefining boundaries between work and home, strengthening our personal resources and engaging in efficient strategies for dealing with stress.	May 13, 2021
2 – Understanding how to foster interpersonal skills	How to understand our emotions, their role in communication and relationships, to encourage assertive communication and active listening.	May 20, 2021
3 – Collaboration and team building		May 27, 2021

Finally, during May 2021, a stakeholder mapping workshop was delivered; designed in collaboration with OSMOS, UEL, and drift, the workshop provided an opportunity for FFCs to explore and experience various techniques for identifying and initiating engagement with stakeholders. As part of the workshop, Osmos presented a practical exercise using the exemplar and input from Sarajevo. Belma, Nermina, and Lejla (FFC – Sarajevo) demonstrated how a city could use persona development as a way to identify and map key stakeholders in relation to NBS.

Box 4: Key Co-Production and Governance outcomes and outputs
Deliverable 7 will contain analysis and guidebooks of Co-Production and Reflexive Monitoring work with the FRCs and FFCs. As part of this work, select FFCs will contribute to the Co-Production guidebook.

6.4.3: Knowledge Hub: CN Framework and RM



Activities carried out under the KH – Reflexive Monitoring and CN Framework followed the same classification as other KHs and included: peer-to-peer support; 1-2-1 support (from KH leads to FFCs); group workshops and webinars; and support materials.

a) Peer-to-Peer Support

To initiate the Knowledge Transfer Phase 2 process and establish the foundation for the groupings for the RM Platform, DRIFT (WP 2), in collaboration with TCD (WP 4) developed a survey to identify FFC learning objectives. The survey and establishment of the RM FRC-FFC groups was completed between May 2020-September 2020.

As outlined in Section 3.2.2.1, three FRC-FFC Reflexive Monitoring Groups were established. The composition of each group is as follows:

- RM Group 1: Glasgow (FRC); A Coruña, Sarajevo, Málaga (FFCs)
- RM Group 2: Genk (FRC); Pavlos Melas, Burgas (FFCs)
- RM Group 3: Poznań (FRC); Ioannina, Nicosia (FFCs).

To date, two rounds across all three RM Groups have been completed. The first round took place November 2020; the second round was completed between February-March 2021. The final round of RM Group sessions will take place in July/August 2021. The sessions are coordinated in collaboration with DRIFT (WP2) and TCD (WP4).

b) One-on-one support

DRIFT has delivered a series of one-on-one Reflexive Monitoring support sessions for FFCs on the Reflexive Monitoring chapter in the Connecting Nature Framework report. These sessions were held with each FFC during April 2021. In addition, where requested, DRIFT also offered one-on-one follow-up supports to FFCs. To date, Málaga have availed of this additional support with respect to the RM chapter in their report.

c) Group workshops and webinars

Learning Platform Webinars

Outcomes from RM Groups formed the basis for the Learning Platform Webinars. A Total of 4 LPW have been organized (in collaboration with TCD, UEL, and all consortium partners). Table 5 provides the schedule for LPW Sessions.

Table 5: LPW Schedule		
Webinar	Focus	Date
#0	Kick-start the learning platform	October 5 th , 2020
#1	First round of LPW analysis (RM Groups Session #1 outputs)	December 7 th , 2020
#2	Second round of LPW analysis (RM Groups Session #2 outputs)	May 26 th , 2021
#3	Third round of LPW analysis (RM Groups Session #3 outputs)	October 2021

More information on design and delivery of the first two LWP is outlined in section 6.4.5, including key R&Ls.

CN Framework Narrative Workshops

A series of workshops have been organised to support FFC reflecting on how they worked with the CN Framework and **translate these experiences into their CN Narratives and visual to support their story.**

From April to June 2021, DRIFT led the organisation of three separated workshops in collaboration with UEL, TCD, Bioazul and Climate Alliance. Every workshop followed the same structure and methodology, but included a different group of cities (organized according to RM Groups):

- First group: Glasgow, Málaga, A Coruña and Sarajevo.
- Second group: Genk, Burgas and Pavlos Melas.
- Third group: Poznań, Ioannina and Nicosia.

As a peer-to-peer group learning activity, FRCs prepared their narrative and figure in advance and presented them during the workshop – serving as inspiration for FFCs on how to tell their story. FFCs learnt about the importance of narratives, why these are useful tools to work with and how to create them. As a basis to create their narrative, FFCs

identified “points of transformation” since the Connecting Nature project started and had to elaborate on these points of change. Moreover, different ideas and possibilities on how to support their narrative using visuals were presented. Based on the standard figure of the CN Framework, a methodology to adapt and create their own figure was described to FFCs.

Following these workshops, and in order to support FFCs in the development of their figures, each FFC received step-by-step instructions to identify and reflect on their transformation points. Another relevant task was to select and describe two of the most important elements of the CN Framework during the three phases (i.e., planning, delivery, and stewardship). These elements were categorised as “trademarks”. Lastly, making use of score tables, FFCs quantified the degree of relevance of all elements and phases of the Framework, giving a “low, medium or high” values.

Box 5: Key Framework and RM outcomes and outputs (and links to upcoming CN deliverables as appropriate)

- **Deliverable 6** will contain analysis of Reflexivity of Learning Outcomes and Learning Objectives of the FRCs and FFCs based on KH work
- **Deliverable 7** will contain analysis and guidebooks of Co-Production and Reflexive Monitoring work with the FRCs and FFCs. Linked to this, FFCs A Coruña and Sarajevo have contributed their experiences to the guidebook on RM.
- **Specific to the CN Narrative workshops**, the results from these and additional follow-up activities will be used in **Deliverable 6** of WP2 (comparative analysis how cities work with the CN Framework), **Deliverable 11** of WP3 and in the online FRC reports / living documents; and **Deliverable 14** of WP 4 (the impact of the Framework – ‘a before CN and after CN reflection and analysis – on NBS in FFCs).
- Finally, WP 4 would also like to note specific national-level recognition of A Coruña Exemplar (May 2021) – Urban Gardens Network was awarded with the Prize for Best Local Practices on Climate, organized by the Spanish Federation of Municipalities and Provinces (FEMP) and the Spanish Network of Cities for Climate. This was the VIII edition of the Prizes, and the first edition to have a category for Nature Based Solutions.

6.4.4 Knowledge Hub : Financing and Entrepreneurship

Support to the Fast Follower Cities (FFC’s) to develop the finance and entrepreneurship strategies as part of the Connecting Nature Framework process was initiated through a series of on-site workshops in each city which took place from July 2016 – Feb 2020. These workshops were split into 2 elements: 1) Financing workshop using the Business Model Canvas for Nature-based Solutions and 2) an Enterprise Workshop which examined how cities could stimulate and support nature-based entrepreneurship and use nature-based enterprises in the different phases of the NBS exemplar.

Table 6: Dates of BMC Workshops in FFCs.⁷

City	Workshop dates
Málaga	20 th -21 st , June 2019
Pavlos Melas	26 th -27 th , August 2019
Ioannina	29 th -30 th , August 2019
Nicosia	17 th -18 th , October 2019
Burgas	5 th -6 th , November 2019
A Coruña	13 th -14 th , November 2019
Sarajevo	6 th -7 th , February 2020

Having completed the Business Model Canvas for their exemplar and initial steps to scope out a nature-based entrepreneurship strategy, each city put in place an action plan for the exemplar that related to Sections 5 and 6 of the Connecting Nature Framework Report. A series of quarterly calls was instigated with each city to map progress on securing capital financing and exploring options around long term maintenance funding options. Roadblocks are

⁷ While these occurred before the Knowledge Transfer – Phase 2 was developed, part of the process in establishing the KHs involved mapping activities that had already taken place. As such, the workshops are included as a key knowledge transfer activity under KH – Financing and Entrepreneurship

identified, discussed and actions are agreed to address.

As stated elsewhere in this and other CN reports, the framework report is a living document and updated by the cities and reviewed with Horizon Nua and TCD on a regular basis to monitor progress.

Table 7: Follow-up calls to monitor progress – Financing and Entrepreneurship					
City	Call #1	Call #2	Call #3	Call #4	Call #5
Málaga	October 2019	March 2020	September 2020	March 2021	June 21
Pavlos Melas	October 2019	April 2020	September 2020	March 2021	June 21
Ioannina	October 2019	March 2020	September 2020	March 2021	June 21
Nicosia	14 th , Jan 2020	April 2020	September 2020	March 2021	June 21
Burgas	17 th , Dec 2019	April 2020	September 2020	March 2021	June 21
A Coruña	21 th , Nov 2019	April 2020	September 2020	March 2021	June 21
Sarajevo		April 2020	September 2020	March 2021	June 21

Box 6: Financial and Entrepreneurship outcomes and outputs (and links to upcoming CN deliverables as appropriate)

- The outputs of both financing and entrepreneurship strategies with each FFC are due to be reported in detail in **Deliverables 13 due in December 2021**

6.4.5: Learning Platform Webinars

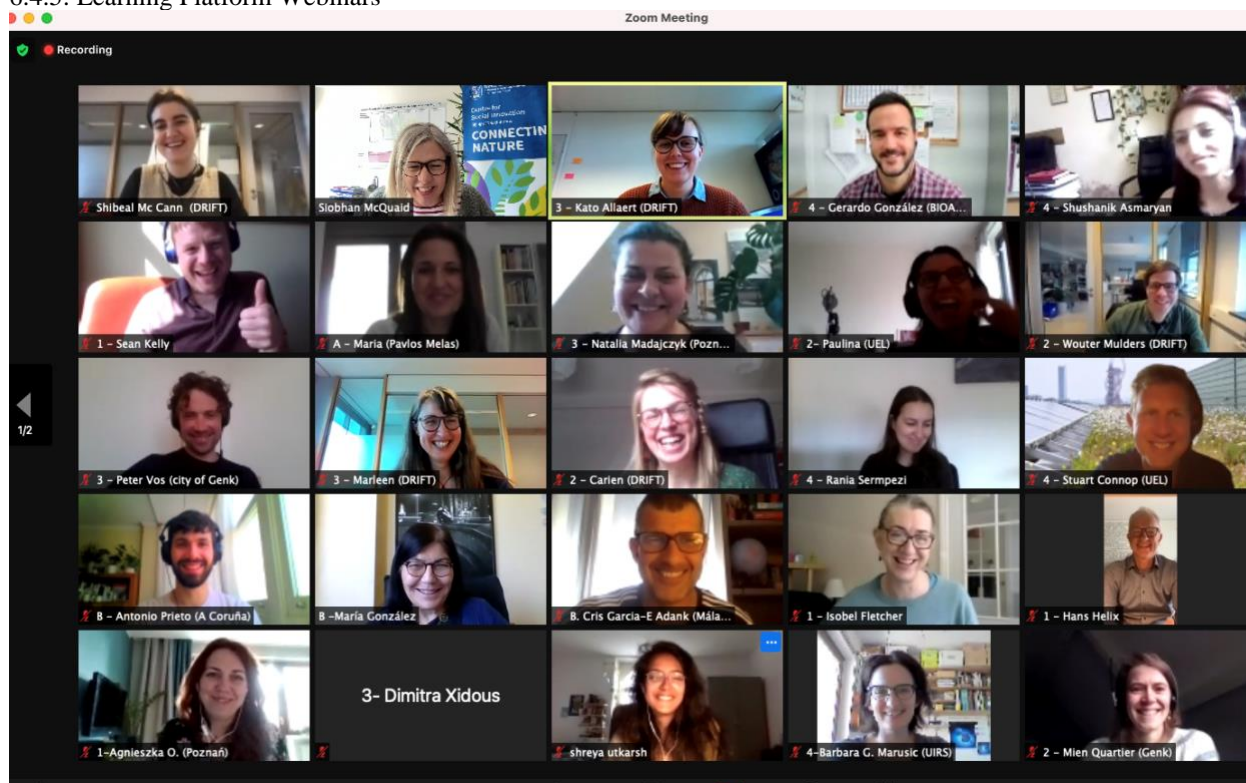


Image 7: Snapshot of participants at the end of LPW #2

The Learning Platform Webinars each had their own Character. This process was designed to be an online (due to COVID19) almost all partner webinar with room for interaction based on the structure of the 2nd phase KT. In time the effectiveness of the webinars increased as we all got used to participating in and organising online meetings.

Learning Platform Webinars #0 (October 5th, 2020) was the kick-start the learning platform process. We presented the final CN Framework figure (see 3.2.1) and the structure and the results of the FFC survey. The city groups participated in break-out room sessions to get introduced to each other’s exemplars and the learning objectives they were facing. The Knowledge hub participants (CH Framework element leads, scientific contributors and SME’s) participated in break-out room sessions to discuss the learning objectives of the cities and how the activities that all

contributors of the KHs wanted to organise related to them. The network partners (ICLEI, OPPLA, Horizon NUA) participated in a break-out room session to discuss the learning objectives and potential innovations that will follow from them and how these could be presented on the different platforms (CN Website, UrbanByNature, Oppla, etc.).

Learning Platform Webinars #1 (December 7th, 2020) was organised after the first round of FRC-FFC 1-on-1 support sessions. The learning outcome analysis was presented and afterwards break-out room sessions were organised similar to the structure of Webinar #0. The city groups participated in break-out room sessions to discuss their learning objectives based on the analysis. The Knowledge hub participants (CH Framework element leads, scientific contributors and SME's) participated in break-out room sessions to discuss the learning objectives of the cities and how the activities that all contributors of the KHs wanted to organise related to them. The network partners (ICLEI, OPPLA, Horizon NUA) participated in a break-out room session to discuss the learning objectives and potential innovations that will follow from them and how these could be presented on the different platforms (CN Website, UrbanByNature, OPPLA, etc.).

Learning Platform Webinars #2 (May 26th, 2021) was organised after the second round of FRC-FFC 1-on-1 support sessions. We presented the learning outcome analysis already in advance of the webinar on a Miro board (see figure below) accompanied with a pre-recorded instruction video of what the cities, Knowledge Hub participants and Network participants were asked to do. We also share the work from the cities on the CN Framework narratives, the FRC narratives on beforehand of the Webinar, and 3 FFC narratives (Sarajevo, a Coruña and Burgas) during the webinar (see: <https://www.youtube.com/playlist?list=PLMlhFsxNN9ccM35A39saeIDUxHk4VfebO>).

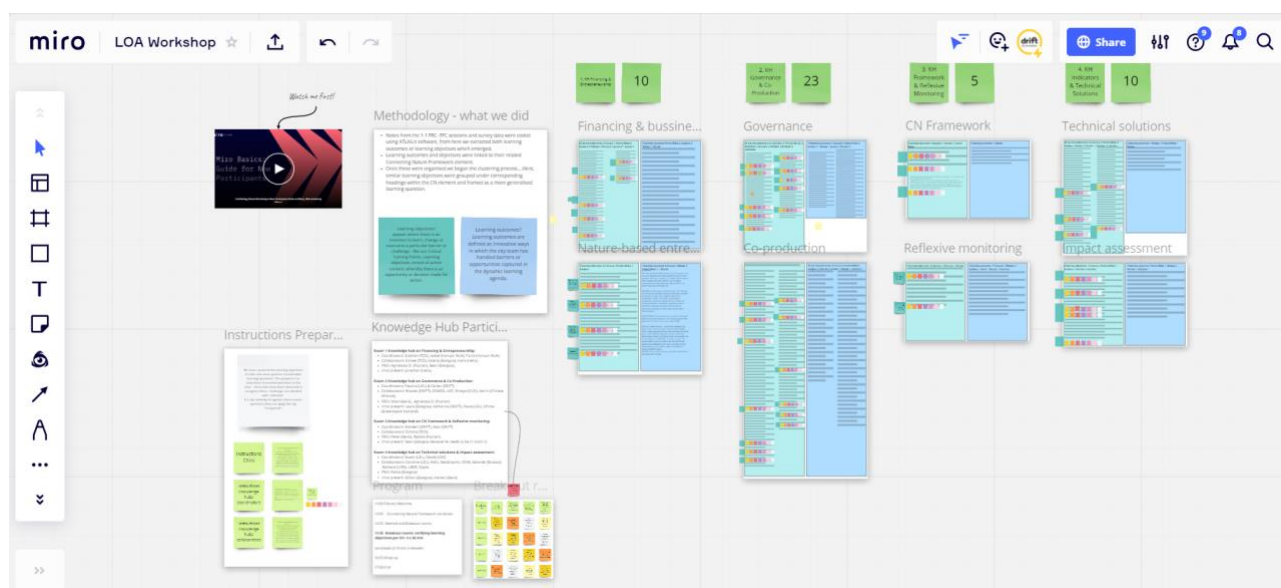


Image 8: Snapshot of Miro board (LWP #2)

Table 8 provides an overview of the planning undertaken to design and deliver each of the LPWs.

Table 8: Planning to design and delivery each of the LPWs	
Planning & Delivery	Key Actions (transdisciplinary and collaborative)
In Preparation of the webinar	<ul style="list-style-type: none"> • The Fast-follower cities read the learning objectives we defined as learning questions and tag their city as recognized if applicable. • The Knowledge Hub prioritized the learning outcomes they wanted to discuss with the cities during the break-out room sessions with cities. • The Knowledge Hub Contributors (all remaining participants like FRCs, SMEs, network and knowledge partners) will read the learning objectives we defined as learning questions and think about innovations they have developed or can present to answer the learning questions and inspire cities.
During webinar	<ul style="list-style-type: none"> • The Fast-follower cities will visit the Knowledge hub coordinators and contributors in

	<p>break-out rooms to discuss the prioritized learning objectives. We used the Reflexive monitoring city groups for this.</p> <ul style="list-style-type: none"> • One timeslot the Knowledge hub coordinators and contributors will have no city group in their break-out room and this time they can discuss the innovations and learning outcomes connected to learning objectives.
After the webinar	<ul style="list-style-type: none"> • The Knowledge Hub Coordinators and Contributors discussed next steps on how to address undressed learning objectives and the identified innovations/ outcomes in activities of their Knowledge Hubs. • The Fast-follower cities participate in these activities and use this for writing their final CN Framework reports.

Forthcoming Learning Platform Webinars #3 (October 2021) During this final LPW the third round of Learning Objective analysis will be shared with all participants. We will also share the remaining CN Framework Narratives of Málaga, Nicosia, Ioannina and Pavlos Melas. This Webinar will be devoted to celebrating the Innovations based on the peer-to-peer learning between cities and the KH activities.

R&L #11: On-line KT – Impact of COVID-19 on consortium wide KT activities

The COVID-19 pandemic required a change in approach to the design and delivery of KT activities. While the preference for in-person KT workshop had been prioritised when designing activities within the ELF, travel and country restrictions demanded an adjustment to online/virtual engagement. The Learning Platform Webinars (and the use of tools such as the miro board) are a key innovation in this regard, demonstrating an effective use of virtual engagement to share learnings, discuss challenges and identify next steps in terms of follow-up KT activities. Furthermore, these webinars have also played a key role in keeping the CN consortium connected and engaged during the last 18 months.

6.5: Upcoming Activities

There are a number of knowledge transfer activities planned between now and the end of the Connecting Nature project (May 2022). The focus of these activities is two-fold:

- Support the FFCs in completing their CN Framework reports (with outcomes to be showcased in deliverables x and x) with respect to the design, delivery, and stewardship of the NBS exemplars; and
- Continue to build on outreach activities to showcase key CN innovations, and foster sustainability of project outputs beyond the end date of the project.

To achieve these aims, the ELF will continue to foster and reinforce the transdisciplinary nature of work that has been adopted across CN WPs. Refer to **Appendix D** for an overview of upcoming activities. It should be noted that additional activities will be added/amended, based on the outcomes of LPW #4 (scheduled to take place September/October 2021).

Below, additional information is presented regarding the preparations and programme for the KT Workshop (#4) in A Coruña, and the CN Roadshow.

6.5.1 A Coruña – Meeting in November 2021

As part of Task 4.1, WP 4 is responsible for designing and delivering 4 on-site KT workshops. A summary of KT workshops 1 and 2 have been provided in this report. Due to COVID-19, KT Workshop 3 was unable to go ahead on-site (although plans were in place to deliver it in Sarajevo in May 2020). Knowledge transfer/exchange activities continued onsite during Covid primarily focused on the LPWs. For KT Workshop #4, plans are underway to host a 3-day meeting on-site in A Coruña, framed around the following aims and objectives:

- **Capture and reflect on the learnings and experiences of the cities** that have delivered The Sarajevo Process (i.e., Sarajevo, Nicosia, and A Coruña; Pavlos Melas [tbc]). Output: experiential learning to be incorporated into Deliverable 18 (linked to CN implementation for Sarajevo, Nicosia, and A Coruña – part of CN narrative and testimonial) (WP 4)
- **Share these learnings via a KT workshop** – where we would invite CN partners to participate in a one-day Sarajevo Process; output: knowledge transfer and peer-to-peer exchange between the cities. (WP4)



Bringing cities to life, bringing life into cities

- **Support Outreach and Dissemination by expand these learnings to partners outside the project** – the KT workshop would also be open for participants beyond CN; output: scaling out and dissemination (WP 5 and WP 6). NB: if the cities for the roadshow have been identified by then, they could be invited to participate, and in a way – introduce them to the process they will explore further via roadshow. See below for more details regarding the CN Roadshow.
- **Showcasing Sarajevo Process Outputs (demonstrating the power of creativity and creative activity):** A Coruña – Exhibition of memory work, body maps and other artistic outputs (the exhibition will also create another way to showcase the CN narrative for the city – (links to WP 2, 3, 4).

A draft programme is currently in development and will be finalized by September 2021.

6.5.2 Connecting Nature Roadshow

The Connecting Nature Roadshow will comprise 6 city stops, ending in Genk, in time for the final CN Summit. The roadshow will offer citizens an immerse and engaging experience with the following nature-based innovations: the Mobile Green Living Room, The Sarajevo Process, and The Nature-based Enterprise Platform.

The roadshow will offer up a unique opportunity for citizens to engage with/in nature. Central to the day's activities in each city will be the setting up of the Mobile Green Living Room, which will act as an anchor / stage / exhibition space around which engagement / communication activities will be delivered. The roadshow will showcase arts and creativity in nature (via The Sarajevo Process) alongside innovation in business via nature-based enterprise platform. While the target audiences for each activity are unique and distinct, the connection with nature offers an opportunity to explore and invite exchanges across various stakeholder groups.

The programme for the roadshow is currently under development; WP 4 is working closely with CN Partner Helix, WP 5, and WP 6 to ensure the roadshow achieves a wide and expansive outreach, beyond CN partners. Support from WP 1-3 will be provided as needed in the lead-up to April (start of roadshow). In addition, new CN partner EM|Path will be involved in key aspects of programme design/delivery of the roadshow. For more information on EM|Path, refer to Section 4.2.

R&L #12: Testing learning approaches with general public audiences and partners beyond CN unfamiliar with framework

The ELF has provided a frame for both capturing and sharing the knowledge generated during the last 4 years of the CN project. As the project heads into its final year, expanding the focus of activities to include sharing learnings with partners not familiar with the Framework with contribute to the project's outreach activities, and offer mechanisms for sustainability (supported by the Networks) and, one imagines, further innovation as more and more cities and regions work with the Framework in the design and delivery of their NBS.



7. Innovations

The development of and knowledge transfer associated with the CN Framework has created a fruitful ground for a number of innovations to flourish. For the purposes of this report, this section will focus on the collaborative approach undertaken across WPs to support the knowledge transfer and exchange between and among cities; the Learning Platform Webinars; and, the development of an arts-based co-creation methodology to support cities in capturing and sharing their stories of nature. City-specific innovations (i.e. how the cities worked with and applied the CN Framework to their particular contexts) will be showcased in a number of deliverables, including but not limited to **Deliverable 6** and **Deliverable 14**.

7.1 Collaboration across Work Packages

Throughout the timeline of the CN project, Work Packages have worked collaboratively to support the cities as they worked to apply the CN Framework to their exemplars. The design and delivery of the ELF is predicated on fostering and enabling cross-WP collaboration. The collaboration between WPs 2-3-4 in the development of Knowledge Transfer – Phase 2 created a permeability between WPs and this allowed for knowledge transfer activities to be delivered in a holistic manner (and in this way, served to reinforce the holistic nature of the CN Framework itself). No knowledge transfer activity has been considered or delivered in isolation; each webinar, one-on-one, and project-wide knowledge exchange activity has been framed and guided by the input of multiple partners. The collaboration among and in between Work Packages in establishing the ELF and delivering activities within it is an innovation. Shifting from a WP-specific to project wide-approach has resulted in more meaningful engagement among partners, created a strong peer-to-peer support network among and in between cities (one in which both FRCs and FFCs recognize and seek out what they can learn from each other – and in so doing, establish the space for multi-directional knowledge transfer between the cities) and cultivated a space for innovations to flourish in cities and in the design and delivery of their NBS.

R&L #13: The ELF as a mechanism for initiating and sustaining collaboration across WPs and fostering a dynamic and transdisciplinary environment

It is worth taking stock of the efforts undertaken by the Connecting Nature consortium in fostering such a dynamic and adaptable space for learning and sharing among and between partners. Moreover, the time it has taken to establish the relationships that created the conditions for the success of the ELF should not be underestimated. Collaboration takes time; people are dynamic. Particularly given the context of recent events (COVID-19), it is important to acknowledge the need for flexibility, patience, and care – all of which have been invaluable in establishing the conditions for meaningful collaboration and engagement to not only occur, but also, were key factors in its success.

7.2 Learning Platform Webinars

The Learning Platform Webinars are innovative in both demonstrating the CN project's adaptability and flexibility in the context of unforeseen events (i.e. COVID-19), and in showcasing the impact of cross-WP collaboration in designing and delivering the ELF activities.

7.3 The Sarajevo Process

During the second KT Workshop in Malaga, one of the key discussions centred around the challenge the cities (both FRC and FFC) faced in communicating what was meant by NBS. WP 4 reflected on this and in the coming months, both WP 4 and 3 worked together to explore ways to support the cities in identifying novel ways to communicate information regarding their NBS exemplars, including how best to convey the benefits of NBS. This exploration resulted in drawing together of a number of methods – memory work, eco-therapy, embodied reflection, immersion in nature, and body mapping – as a way to explore and reconnect with nature. These methods we tested in Sarajevo in March 2020; the results of this piloting exercise led to The Sarajevo Process.



Image 12: The Sarajevo Process in Nicosia – Immersion in nature and body-mapping, Sept. 2020

The Sarajevo Process is a Co-creative, arts-based engagement process developed within the Connecting Nature project. The Sarajevo process is designed to establish, or re-establish connections with nature within cities. As each of the cities within the Connecting Nature project work towards their own Nature-based solution exemplars, the process aims to revitalise connections to nature and provide a useful tool for engagement. While the process is not part of the ELF, it has the potential to reinforce and further enrich the CN narrative the cities are developing as part of their exemplars and reports; some of the cities have already incorporated the Sarajevo Process into their CN figures; as part of the meeting in A Coruna, we will be bringing together Sarajevo, A Coruna, Nicosia and (potentially) Pavlos Melas, to reflect on their experiences with The Sarajevo Process and discuss key learnings they have gathered using this specific co-production method in the design and delivery of their exemplars. The outputs from this exercise will be included in the Co-production guidebook currently in development.

The work undertaken to develop and test The Sarajevo Process has resulted in a new SME spinning out of Connecting Nature. EM|Path. EM|Path was launched on June 30, 2021, on the second day of the CN Poznań Summit. EM|Path is a not-for-profit social enterprise that uses a range of people-centred co-production and engagement techniques to support sustainable community development. For more information on EM|Path, visit: www.empathway.org.

8. Conclusion

This report has provided a comprehensive overview on knowledge transfer (KT) between Front-Runner Cities (FRCs). Over the course of the last 4 years, WP 4, in collaboration with all CN WP leads and partners, has coordinated the design and delivery of a series of knowledge transfer activities to support scaling out of NBS in A Coruña, Burgas, Ioannina, Málaga, Nicosia, Pavlos Melas, and Sarajevo. By way of a short summary, Table 9 brings together the key Reflections and Learning points that have been threaded throughout this document.

Table 9: Overview of Reflections and Learnings	
Reflections and Learnings	Description
R&L #1: Evolution of the Connecting Nature Framework Figure	<p>The Connecting Nature Framework figure was co-produced by the scientific partners and FRCs, coordinated by WP2 academic leads within the first 2 years of the project and presented in deliverable 5.</p> <p>After working with CN Framework during the KT workshop in Málaga WP 2 reflected upon the usability of the framework and the figure to support the creation of a narrative of how the cities work with the different CN framework elements. Multiple workshops were organised (with the CN Framework, FRCs and FFCs (A Coruña and Pavlos Melas) to co-design a figure that could be used by all CN cities. This resulted in the final version of the figure supported by the graphical design within WP6 and presented in a guidebook on the CN website (https://connectingnature.eu/sites/default/files/images/inline/Connecting%20Nature%20Framework.pdf).</p> <p>Later, a YouTube video was created to explain the figure during the Glasgow Summit (https://youtu.be/bM3ds_ZdYfc).</p>
R&L #2: The role of the CN Framework to help the cities build narrative and tell their NBS story	<p>As the FRCs shared their experiences of working with the CN Framework with the FFCs, the holistic nature of the Framework came into sharper focus; specifically, through the FRC experiences, it became clear that the power of narrative (and story-telling) in design and delivery of NBS, and the role the CN Framework can play in supporting cities in telling their story is both one of the more challenging and (potentially) most innovative drivers for the cities.</p>
R&L #3: Supporting the retention of explicit knowledge via short practical exercises	<p>While the focus of Phase 1 – KT involves the transfer of explicit knowledge, KT Workshop 1 also offered the FFCs opportunities to reflect on the application of this knowledge vis-à-vis their NBS exemplars. Through the design and delivery of short group exercises – facilitated by the FRCs – the FFCs were given an opportunity to share their experiences and identify some of the key challenges and opportunities linked to their exemplars. The application of the explicit knowledge shared with the FFCs would be further reinforced during the second KT Workshop in Malaga – which offered the FFCs an opportunity to work with the CN Framework and apply it to ‘the real world’ by designing an NBS for Lagunillas – Malaga’s CN exemplar.</p>
R&L #4: Designing activities that provide an opportunity to apply knowledge in ‘the real world’ – the role of the Lagunillas practical exercise in creating the space and conditions for shift – from ‘knowing that’ (explicit) to ‘knowing how’ (tacit).	<p>The practical exercise provided the FFCs, and by extension the FRCs, an in-depth opportunity to engage and discuss key challenges and opportunities while they worked through the exercise guiding questions and considered the type of NBS that could be designed for Lagunillas. Through the exercise, the FFCs worked with the Framework elements; however, the difference between KT Workshop 1 and 2, was that, in Malaga, the exercise required them to think about the elements not as individual components, but rather in relation to all the other elements, and in the context of the three Phases of NBS – design, delivery, and stewardship. In this way, the FFCs experienced the CN Framework in a more comprehensive way, and this led to a greater understanding and appreciation regarding the relationship between and among the CN elements (i.e. the Framework as a sum of its parts, rather than working with the parts individually, as the cities had done during KT Workshop 1).</p>

<p>R&L #5: Future application of practical exercises – some things to consider</p>	<p>The practical exercise was an innovative way to enhance FFC experience with the CN Framework; however, reflecting on some of the organizational aspects of the Malaga exercise, in the future, it is worth considering the following aspects, as a way to ensure broad participation and meaningful engagement from all participants:</p> <p>a) Group Size: Each group was composed of an FRC lead, and 2-3 FFCs; in addition, CN consortium partners were distributed across all three groups. While the initial vision for the groupings was to foster FRC-FFC dialogue, owing to the large size of the groups, and the number of non-city partners distributed across the groupings, there were moments during the day where FFCs were not actively participating. In the future, small group size (with a focus on city-to-city exchange) would allow for more meaningful engagement.</p> <p>b) Group Composition: As noted in a) each of the groups comprised city and non-city partners. In the future, it may be worth considering city-only and non-city groupings as separate and distinct; in this way, the practical exercise can be used to foster meaningful peer-to-peer exchange. From our experience in Malaga, while the peer-to-peer was prioritized, there is a fine balance to be negotiated when bringing together such diverse partners.</p> <p>c) Timeframe: Given the complex nature of the CN Framework, it is worth reflecting on how expanding the timeframe for running a practical exercise (from 1 day to 2) would improve the overall experience and learnings of the cities.</p> <p><i>NB: further testing of a-c was going to be explored/tested during KT Workshop 3 in Sarajevo in May 2020; however, due to COVID-19, this workshop never took place.</i></p>
<p>R&L #6: Feeding outcomes and outputs from Phase 1 into the design and delivery of Phase 2 of ELF</p>	<p>Challenges identified at the end of the practical exercise were reflected on during the AGM (October 2nd) by the FFCs during the reflexive monitoring workshop as well as through a clustering exercise (led by WP 3). The outcomes of this clustering exercise would form the basis over subsequent months of a broader collaboration across WP 2, 3, and 4, resulting in the development and design of Phase 2 (of the overall Knowledge Transfer process within the ELF), and the updated mentorship pairings between FRCs and FFCs.</p>
<p>R&L #7: The role of RM sessions as a space for meaningful peer-to-peer support and exchange</p>	<p>The one-on-one RM sessions between the FRCs and FFCs have proven to be a space where the cities share experiences and learn from each other. In a very real way, through the dialogue fostered during the sessions, it is evident that both FRCs and FFCs can and do benefit from each other's experiences with the CN Framework (as a whole, and also when discussing specific elements that the cities have found challenging). For example, when discussing the reflexive monitoring process, Glasgow shared how they applied it to their context, and in this way conveyed the practicality of one of the more theoretical concepts of the Framework; moreover, by sharing their experience, Glasgow 'gave the FFCs permission (for lack of a better way to describe it) to experiment with theoretical concepts and devise new and innovative ways to apply them to their specific city contexts. Ioannina, for example, shared how they had applied RM and the dynamic learning agenda to other projects being managed by the city council.</p>
<p>R&L #8: Sharing learning and city experiences of Connecting Nature Framework with non-CN partners</p>	<p>The UrbanByNature hubs are a great opportunity to share the learnings from peer-to-peer reflexive monitoring groups and knowledge hubs with a wider audience beyond Europe, broadening knowledge exchange experiences with non-CN partners. Not only the learnings of European CN cities can be exchanged with the numerous city representatives participating in the regional hubs, opening discussions on topics related to political and climatic challenges, but also the cities within the regional hubs can exchange their own experiences with European cities via discussions within webinars and events.</p>
<p>R&L #9: Transitioning the CN KH – Technical Solutions to support non-CN cities, and contribute to CN sustainability post-project</p>	<p>The next step will be to transition the CN Knowledge Hub to an outward-facing resource in order to offer support to cities outside of the CN project. Ultimately, the aim is to create a series of resources that underpin cities globally in completing the Technical Solutions Element of the CN Framework.</p>
<p>R&L #10: Reinforcing</p>	<p>It should be noted that the problem-solving webinars (KH Indicators) created a very</p>

<p>the peer-to-peer dynamic established during the RM FRC-FFC sessions across KH activities</p>	<p>natural and easy space for meaningful peer-to-peer exchange and discussion among the FRCs and FFCs. This builds on the peer-to-peer established during the RM sessions; furthermore, it contributes to one of the key aspects of the ELF, namely the move from FRC/FFC designation to the establishment of a set of Connecting Nature cities (i.e. via the peer-to-peer, the ELF and Phase 2 in particular are bridging the gap of knowledge between the FRCs and FFCs and the application of the CN Framework to their exemplars.</p>
<p>R&L #11: On-line KT – Impact of COVID-19 on consortium wide KT activities</p>	<p>The COVID-19 pandemic required a change in approach to the design and delivery of KT activities. While the preference for in-person KT workshop had been prioritised when designing activities within the ELF, travel and country restrictions demanded an adjustment to online/virtual engagement. The Learning Platform Webinars (and the use of tools such as the miro board) are a key innovation in this regard, demonstrating an effective use of virtual engagement to share learnings, discuss challenges and identify next steps in terms of follow-up KT activities. Furthermore, these webinars have also played a key role in keeping the CN consortium connected and engaged during the last 18 months.</p>
<p>R&L #12: Testing learning approaches with general public audiences and partners beyond CN unfamiliar with framework</p>	<p>The ELF has provided a frame for both capturing and sharing the knowledge generated during the last 4 years of the CN project. As the project heads into its final year, expanding the focus of activities to include sharing learnings with partners not familiar with the Framework with contribute to the project’s outreach activities, and offer mechanisms for sustainability (supported by the Networks) and, one imagines, further innovation as more and more cities and regions work with the Framework in the design and delivery of their NBS.</p>
<p>R&L #13: The ELF as a mechanism for initiating and sustaining collaboration across WPs and fostering a dynamic and transdisciplinary environment</p>	<p>It is worth taking stock of the efforts undertaken by the Connecting Nature consortium in fostering such a dynamic and adaptable space for learning and sharing among and between partners. Moreover, the time it has taken to establish the relationships that created the conditions for the success of the ELF should not be underestimated. Collaboration takes time; people are dynamic. Particularly given the context of recent events (COVID-19), it is important to acknowledge the need for flexibility, patience, and care – all of which have been invaluable in establishing the conditions for meaningful collaboration and engagement to not only occur, but also, were key factors in its success.</p>

The impact of this knowledge transfer will be further discussed in **Deliverable 14**, among others; as part of this deliverable, WP 4 will report on city-specific innovations, and reflect on the impact of the CN Framework on the design and delivery of nature-based solutions.



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Appendix A: Classification of Knowledge generated in the first 18 months of the Connecting Nature Project

Connecting Nature Processes and Products that would form the foundation for CN Framework Building Blocks and Processes			
Work Package	Activity	Outcome – Process/Product	Type of Knowledge
1	Creation of a NBS database	Database (product); distillation of successes and failures (lessons) (product)	Explicit
	Interviews with experts on emerging NBS	A set of lessons (product)	Explicit
	Workshops with FRCs to come up with a set of indicators for their NBS; current focus is on health and well-being. Indicators across the five CN categories pending.	Co-development/ identification (process) of NBS indicators for FRC-specific NBS (across five categories) (product)	Tacit: (FRC experience re development of indicators) leading to the overall development of NBS indicators in 5 categories. Explicit: NBS Indicators across 5 categories
2	Co-production workshops with each of the FRCs	Archetypes ⁸ (Process and Product)	Tacit: FRC experience in identifying their archetype Explicit: the actual Archetypes (3 in total)
	Development of a Reflexive Monitoring Process	FRC experience in reflexive monitoring (process); WP 2 to develop webinars (product) and guidebook	Tacit: FRC experience in RM Explicit: Webinars
	The Development of Co-production Guidebook	Guidebook (product)	Explicit
3	Stakeholder Engagement process (see above, a-e), built on interviews + environmental canvas	Relationship Building between CN experts and FRCs (process) Interviews + environmental canvas (process leading to product, i.e. baseline of state of NBS in each FRCs) – FRC synthesis document (product).	Explicit: Stakeholder Engagement Process Tacit: FRC experience of stakeholder engagement process Explicit: Synthesis document
	The development of a comprehensive data gathering framework for capturing experiential learning associated with each FRC's three case studies	Database (or framework) listing experiential learning from FRCs (product).	Explicit: Database of FRC experiential learning.
	Questionnaire for the city quantify a basic comparison of, approach towards, and delivery of, NBS in each FRC.	Questionnaire (product); administering and collecting information (process)	Explicit: Questionnaire; Administration and data collection.
	KPI ⁹ analysis	KPI analysis (process); development of matrix (product) NBS Initiating Scaling Guidebook v2.pdf (connectingnature.eu) (product)	Explicit: KPI analysis matrix
6	Research regarding	Milestone report 2.1 (product)	Explicit: Report – Financing

⁸ As outlined in Deliverable 4, In D4 WP 2 still had the archetypes, but as the cities worked with the Framework, there was shift towards describing Co-production patterns and capacities instead of the archetypes as this was more useful for the cities. The shift also addressed one of the evaluator comments regarding lack of clarity with respect to the archetypes. The term is retained in this table as it demonstrates how the learning from the cities was used to revise and improve the Framework and the processes associated with it.

⁹ KPI: Key Performance Indicator.



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	financing and business models of existing NBS in FRCs (via literature review, case studies, and FRC interviews		and Business Models.
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Appendix B- Overview of the guiding questions for the practical exercise (Malaga 2019)

STEPS	Guiding Questions NB: While it was not possible to address all questions comprehensively during the 1 day workshop, participants were provided with the full list, and instructed to focus on a small subset of questions for those steps (i.e. technical solutions) that had multiple layers/levels.
STEP 1: WHAT ARE THE GOALS OF THE NBS?	No additional guiding questions.
STEP 2: INDICATORS: Assessing the baseline and the transformation achieved	<ul style="list-style-type: none"> • What are the main NBS objectives? Which of your city’s strategic objectives and SDGs they align with? • What are the actions put in place to achieve each of the NBS objectives? Are there key documents or city strategies where these are described/included? • What are the specific outcomes you seek for climate change resilience; health and wellbeing; social cohesion and nature-based economic opportunities? • What is the scale of the impacts/outcomes sought through the NBS? (check each one of them) - (1) macro: city-wide; (2) meso: neighbourhood, or, (3) micro: building/street)? • Regarding each objective and action: <ul style="list-style-type: none"> - -Do you expect or wish a specific outcome for a particular social group? - -Do you think that any of the objectives or actions might benefit only certain groups? Do you foresee any problems or negative effects for particular social groups? • Are you aware of any evaluations, indicators and/or data available to measure the achievement of each objective? Where do you think your biggest gaps in evaluation are? (for which impact, or category of impacts)
STEP 3: TECHNICAL SOLUTION: What is the nature-based solution?	<p>NBS description:</p> <ul style="list-style-type: none"> • What is the name of the NBS proposal? • What type(s) of NBS does it include? • Where is the location that the project is being delivered? • What is the size of site? • Brief description of technical design of the project, including technical design (Note: if possible, please draw a sketch of proposed NBS.) <p>NBS in relation to:</p> <p>Landscape scale:</p> <ul style="list-style-type: none"> • What is the broad landscape context (e.g. watershed, ecosystems, geology of the peri-urban and rural areas surrounding the city)? • What challenges does the broad landscape face (environmental, social, economic)? <p>City scale:</p> <ul style="list-style-type: none"> • What is the city landscape context (e.g. watershed, ecosystems, geology)? • What challenges does the city face as a whole (environmental, social, economic)? <p>Local scale:</p> <ul style="list-style-type: none"> • What is the local landscape context of the site of the NBS (e.g. watershed, ecosystems, geology)? • What are the needs of the locality of the NBS (e.g. environmental, social, economic needs)? <p>Technical design for:</p> <p>Benefits:</p> <ul style="list-style-type: none"> • How are economic benefits related to the landscape/city/local scale being targeted through the NBS technical design? • What other direct benefits related to the landscape/city/local scale being targeted through the NBS technical design (social/environmental)? • How are biodiversity/ecological benefits related to the landscape/city/local scale being targeted through the NBS exemplar technical design? <p>Co-benefits</p> <ul style="list-style-type: none"> • What co-benefits (non-target/non-designed for benefits) are expected from the

	<p>exemplar and how will technical design help to deliver each one?</p> <ul style="list-style-type: none"> • What is the expected scale of these benefits and co-benefits (spatial and timescale) <p>Trade-offs</p> <ul style="list-style-type: none"> • Were any trade-offs identified in terms of benefits and co-benefits? If so, how were these balanced in the technical design (e.g. how did you prioritise the demands of the community vs broader city strategic objectives in relation to technical design)? • Are any local needs not targeted through the technical design of the NBS? Were any benefits not considered? Why? • General Technical Planning Issues • • How is long-term resilience to future climate change built into the NBS technical design?
<p>STEP 4: FINANCING, BUSINESS AND GOVERNANCE MODELS: Mobilising resources for implementation and long-term sustainability</p>	<p>For the proposed NBS solution:</p> <ul style="list-style-type: none"> • What kind of upfront financing costs are likely to be incurred to get the project off the ground e.g. capital investment in infrastructure? • What are the potential sources of financing for such up-front investment – public/private/other investors? • What kind of ongoing operational costs will be incurred? • What are the potential sources of financing for these ongoing costs e.g. revenue generation, new taxes etc • Are there opportunities to reduce operational costs e.g. through volunteers etc?
<p>STEP 5: ENTREPRENEURSHIP: Engaging community & commercial enterprises in the design, implementation & long-term delivery of nature-based solutions</p>	<p>For the proposed NBS solution:</p> <ul style="list-style-type: none"> • What kind of entrepreneurial culture do you think exists in area? • What kind of opportunities can you see for enterprises to be involved in the planning, construction and ongoing operation of the proposed NBS? How does this match the current entrepreneurial culture? • What kind of skills/capacity gaps might need to be addressed to develop this entrepreneurship potential
<p>STEP 6: GOVERNANCE: Creating conditions for organising the large-scale implementation of nature-based solutions</p>	<p>Who holds responsibility in Lagunillas and therefore needs to be involved in actioning the NBS? i.e.</p> <ul style="list-style-type: none"> • Which department (s) or organisations must be included in the stages of planning, design, implementation and maintenance of the NBS? E.g., city departments/district council / elected representatives / business sector / citizens groups • Is there a legal or policy framework within which the NBS will be implemented? E.g., is it contributing to overarching climate action plan/business action plan/health and social care action plan/ green spaces action plan etc? <p>What organisational governance structure will be needed to ensure delivery?</p> <ul style="list-style-type: none"> • Which collaborators need to come together/who will convene them? • What will the process look like e.g., agreed MoU / agreed goals / agreed milestones and schedule / agreed responsibilities / regular meetings / shared chairing and reporting <p>Will there need to be any upskilling or additional capacity required to work collaboratively?</p> <ul style="list-style-type: none"> • The collaborators will have varying expertise & skills -is any additional support/ training needed to foster effective communication/collaboration? • Would an external intermediary broker be useful to help people collaborate?
<p>STEP 7: CO-PRODUCTION: Engaging & mobilising diverse actors in searching for & implementing solutions</p>	<ul style="list-style-type: none"> • What are the objectives of the co-production process? • Who should be involved in the co-production process? • What could be concrete steps and activities to take?
<p>STEP 8: REFLEXIVE MONITORING: Capturing the learning from working with the CN Framework to practise reflexive monitoring</p>	<ul style="list-style-type: none"> • Workshop at the start of day 2 with Goal: Reflect upon the KT workshop and gain experience with applying the dynamic learning agenda (see agenda in appendix?) <ul style="list-style-type: none"> • Experience how to identify CTPs by gathering key moments of yesterday's workshop



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skills	<ul style="list-style-type: none">• Experience how to formulate follow-up actions to have an overview for next steps after the KT-workshop• Sharing experiences of working with the dynamic learning agenda by FFCs and next steps.
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Appendix C: Overview of Knowledge Hub activities

Knowledge Hub: Technical Solutions and Indicators	
Technical Solutions	
Activity	Timeline/Date
Technical Solutions Knowledge Hub circulated to all FFCs	December 2020
FFC Framework Report review	January 2021
Template presentation circulated to FFCs	February 2021
One-to-one workshops held with each FFC team	March-April 2021
Written feedback issued to each FFC team	April 2021
Knowledge Hub support for FFCs initiation	May 2021-ongoing
Call for additional CN WP3 partner ownership of Technical Solution challenges/barriers to support CN cities	June 2021
Indicators	
Activity	Timeline/Date
Framework Presentation (Kick-Off)	9 November 2020
M&E Building Block 1 (Conceptual Webinar)	26 November 2020
M&E Building Block 2(Conceptual Webinar)	3 December 2020
M&E Building Block 1 & 2 (Problem-Solving Webinar)	28 January 2021
M&E Building Block 3(Conceptual Webinar)	18 February 2021
M&E Building Block 4 (Conceptual Webinar)	4 March 2021
M&E Building Block 3 & 4 (Problem Solving Webinar)	18 March 2021
M&E Building Block 5 (Conceptual Webinar)	15 April 2021
M&E Building Block 5 (Problem Solving Webinar)	29 April 2021
Co-Production and Governance	
Activity	Timeline/Date
Peer-to-Peer support (pre-recorded sessions, available on Documenta)	February 2021
One-on-One co-production sessions	May 2021
One-on-One governance sessions	March-July 2021
Organizational Coaching Programme – Session 1	May 13, 2021
Organizational Coaching Programme – Session 2	May 20, 2021
Organizational Coaching Programme – Session 3	May 27, 2021
Stakeholder Mapping Workshop	May 2021
Connecting Nature Framework and Reflexive Monitoring	
Activity	Timeline/Date
Survey – to establish the RM Groupings	April-September 2020
RM Group Sessions – Round 1	November 2020
RM Group Sessions – Round 2	February-March 2021
RM Group Sessions – Round 3	July-August 2021
1-on1– DRIFT and FFCs, to support RM Chapter of CN Framework report	April 2021
Learning Platform Webinar #0	October 5, 2020
Learning Platform Webinar #1	December 7, 2020
Learning Platform Webinar #2	May 26, 2021
Learning Platform Webinar #3	October 2021 (TBC)
CN Narrative Workshops	May 2021
Financing and Entrepreneurship	
Activity	Timeline/Date
BMC Workshop - Málaga	20 th -21 st , June 2019
BMC Workshop – Pavlos Melas	26 th -27 th , August 2019
BMC Workshop - Ioannina	29 th -30 th , August 2019
BMC Workshop - Nicosia	17 th -18 th , October 2019
BMC Workshop - Burgas	5 th -6 th , November 2019
BMC Workshop – A Coruña	13 th -14 th , November 2019
BMC Workshop - Sarajevo	6 th -7 th , February 2020
Follow-up calls to Monitor progress (Financing and Entrepreneurship)	October 2019-June 2021
Peer-to-peer Corporate Sponsorship – A Coruña and Poznań	July/August 2021 (TBC)
Peer-to-Peer – NBE Cluster Programme – Málaga and Glasgow	August/September 2021

Appendix D: Up-coming activities

Upcoming Activities	
Activity	Timeline
Support the FFCs in completing their CN Framework reports (with outcomes to be showcased in deliverables x and x) with respect to the design, delivery, and stewardship of the NBS exemplars	
KH activities to support FFCs in completing the final versions of their CN Framework reports	Various (coordinated via the KHs) Second review of CN draft reports currently underway Third Review to be completed in October 2021
KH – Technical Solutions and Indicators	
Activities to be identified post-LPW#4 (as needed)	Refer also to Key Outputs Section of this report.
KH – Governance and Co-Production	
Remaining one-on-one governance calls	August 2021
Activities to be identified post-LPW#4 (as needed)	
KH – Reflexive Monitoring and CN Framework	
Round 3 – RM FRC-FFC Group Sessions	August 2021
LPW #4	September/October 2021
Review and Feedback – FFC CN Framework Reports	September-October 2021
Ad hoc support as needed	City-specific and by request
KH – Financing and Entrepreneurship	
Activities to be identified post LPW #4 (as needed)	
Peer-to-peer Corporate Sponsorship – A Coruña and Poznań	July/August 2021
Peer-to-Peer – NBE Cluster Programme – Málaga and Glasgow	September 2021
Continue to build on outreach activities to showcase key CN innovations, and foster sustainability of project outputs beyond the end date of the project.	
KT Workshop (#4) + Outreach/Dissemination meeting in A Coruña (WP 4, 5, and 6)	Planning – August-October Delivery – November 23 rd -25 th , 2021
Connecting Nature Roadshow	Planning – September 2021 – February 2022 Delivery – April (ending in Genk for Genk Summit