Deliverable 6.3

CAPACITY BUILDING TOOLKIT

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D6.3 CAPACITY BUILDING TOOLKIT

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Abstract (for public dissemination only)	This deliverable introduces and describes the Capacity Building Resources developed within the REFLOW project. It highlights a set of resources organised according to a Capacity Building Pathway: Get inspired, Get informed, Get connected and Get Equipped. The Deliverable also introduces a toolkit to support city stakeholders in organising their own capacity building strategy to be implemented as part of their circular city strategy.
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Abbreviations

CE	Circular Economy
MOOC	Massive Open Online Course

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Glossary

Capacity Building

The process by which individuals and organizations obtain, improve, and retain the skills, knowledge, tools, equipment and other resources needed to do their jobs competently or to a greater capacity.

Circular City

A circular city is a city where the circular economy principles are implemented and result in a resilient system that facilitates new kinds of social, environmental, technological, and economic activities. Examples of which can be the strengthening of competitiveness and the generation of employment.

Circular Economy

A circular economy is an alternative to a traditional linear economy (make, use, dispose) in which we keep resources in use for as long as possible, extracting the maximum value from them whilst in use, then recovering and reusing products and materials. Within REFLOW the focus of the circular economy gradually extends beyond issues related to material management and covers other aspects, such as social impact, technological aspects and the evolution of urban governance structures.

Community of Practice

A group of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly

Regenerative City

A regenerative city moves beyond sustainability, and develops a restorative, mutually beneficial relationship with the natural and social systems that sustain it. In REFLOW, the road to generative urban development will be achieved through the attention to the social, environmental, technological and economic dimensions.

Regenerative Economy

An approach in which products and services replenish their own sources of energy, water and materials in a closed-loop system.

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1. Introduction

1.1 About REFLOW

REFLOW is an EU Horizon 2020 research project running from 2019-2022, which aims to enable the transition of European cities towards circular and regenerative practices. More specifically, REFLOW uses Fab Labs and makerspaces as catalysers of a systemic change in urban and peri-urban environments, which enable, visualize and regulate "four freedoms": free movement of materials, people, (technological) knowledge and commons, in order to reduce materials consumption, maximize multifunctional use of (public) spaces and envisage regenerative practices. The project will provide best practices aligning market and government needs in order to create favourable conditions for the public and private sector to adopt circular economy (CE) practices. REFLOW is creating new CE business models within six pilot cities: Amsterdam, Berlin, Cluj-Napoca, Milan, Paris and Vejle and assess their social, environmental, and economic impact, by enabling active citizen involvement and systemic change to re-think the current approach to material flows in cities.

1.2 REFLOW Vision

A circular and regenerative city in REFLOW represents an urban system with social and business practices which place equal attention to social, environmental and economic impact; where technology is open and represents a central enabler of positive social and environmental change; where the urban system ensures and support resilience of social and ecological systems; where governance is collaborative and inclusive; where knowledge is shared, and stakeholders are active and involved.

1.3 About the Deliverable

Capacity building - the process by which individuals and organisations acquire the skills, knowledge and tools to perform their job competently- is a key lever to support the transition of cities towards circularity. City representatives, businesses, NGOs, citizens, need to share a circular mindset and develop circular literacy (Zwiers ,2020) to be able to fully implement a circular economy. In order to acquire knowledge-related prerequisites that stimulate the transformative potential of CE thinking and circularity practices, the REFLOW consortium has developed throughout the project a set of capacity building materials targeting the various stakeholders active in CE transformation at city level.

This deliverable introduces and describes the various digital resources developed in the framework of the REFLOW project. Its purpose is to provide a set of relevant capacity building material while reflecting as a whole on the different pathways one city and its ecosystem of actors can take to acquire the relevant skills and knowledge necessary for a successful transition. It's an addition to deliverable 6.4 Reflow Academy, specifically focusing on the educational e-learning resources developed within the REFLOW project.

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1.4 How does the deliverable contribute to the overarching objectives of REFLOW?

One of the key objectives of REFLOW is to facilitate and enable the transition of European cities towards a circular and regenerative economy. This transition is context and placed-based and doesn't follow a straightforward process. Nevertheless, as described in the REFLOW Circular City Framework, several levers can be activated to intervene within the boundaries of any city system. In order to enhance the capacity of city stakeholders to embrace and implement a circular mindset, Capacity Building plays a pivotal role: to inspire on what a successful transition can look like, to inform and raise awareness on the approaches that can be undertaken to successfully transition, to connect with other circular stakeholders within cities and beyond, and last but not least, to equip stakeholders with the rights tools, methods, processes to transform. This deliverable provides on the one hand concrete illustrations on the type of resources than can support the uptake of circular skills from a city perspective, and on the other hand offers readers – in the form of a Capacity Building Toolkit - a step by step process to develop their own capacity building programme, thus allowing a wider uptake and replication of the insights generated by the REFLOW project.

1.5 Relation with other REFLOW Deliverables

This deliverable is directly linked to the outcomes of deliverables from work package 1 to 4, which respectively details methods, processes and outcomes to make cities more circular and regenerative from different transformative lenses (cocreation, circular engineering, data & infrastructures, governance, communication).

On the one hand it offers a repository of external knowledge around circularity to make it available for Pilot cities when developing their respective circular action plans. On the other hand, it offers new knowledge developed within the project, to make it accessible to other cities and their ecosystem, especially when developing their respective capacity building activities.

Amongst all WP6 - Capacity Building and Knowledge Transfer - deliverables, this deliverable focuses on the "knowledge resources" cities can make use of when willing to acquire the necessary skills and knowledge to engage in a circular transition. It is a direct follow-up to deliverable 6.1 Capacity Building Framework and a complement to other WP6 deliverables (d6.2 Community of Practice, d6.4 REFLOW Academy, d6.5 Collaborative Case Studies) which provide insights on additional tools and methods to upskill circular cities stakeholders.

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1.6 Structure of the Report

The report is organised as follow: Chapter 2 introduces the Capacity Building Resources Pathway, used to categorise and organise the various capacity building resources developed within work package 6 – Capacity Building and Knowledge Transfer. Chapter 3 describes the different resources according to their phase "(1) Get inspired – (2) Get informed – (3) Get connected - (4) Get equipped". Each section introduces the objective and approach of the resources developed. Chapter 4 describes the additional Capacity Building Resources developed beyond work package 6 by other work packages. Chapter 5 zooms in to the REFLOW Capacity Building toolkit, a dedicated resource developed to be used beyond Reflow pilot cities and allowing cities to develop their own capacity building programmes. Final chapter provides a reflective section, summarizing learnings and recommendations for future capacity building projects around CE.

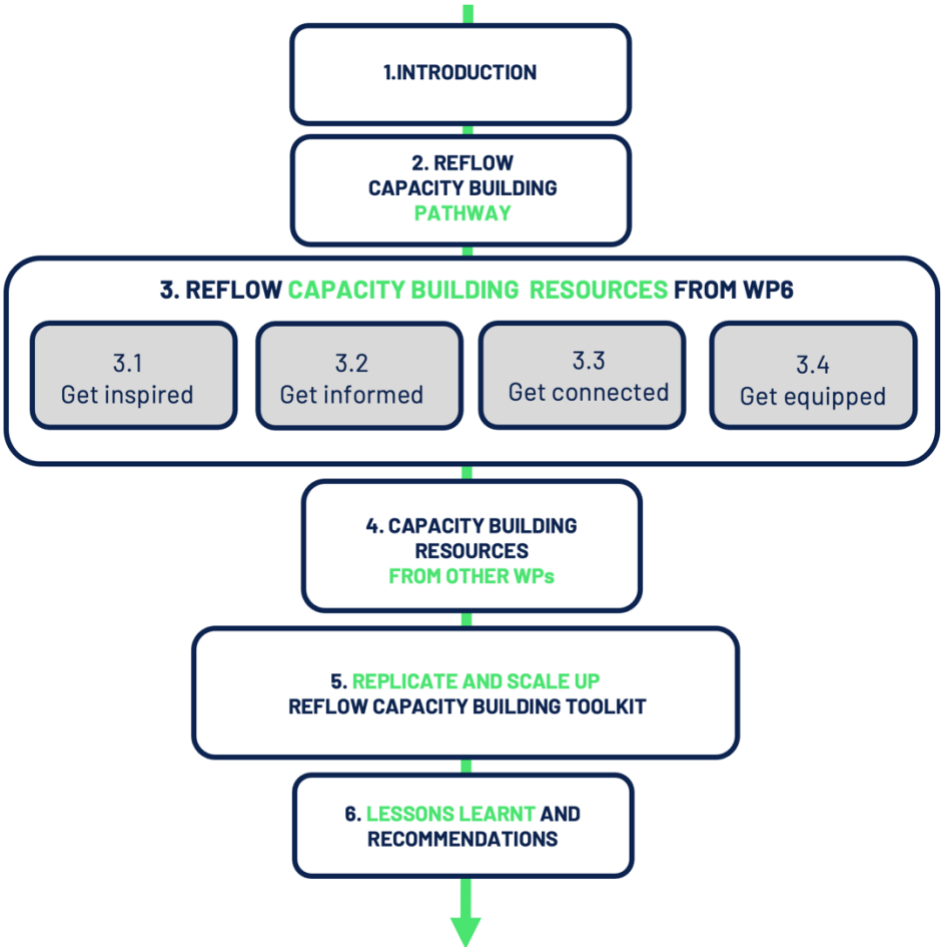

Figure 1: Structure of the Report

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2. REFLOW Capacity Building Resources Pathway

The REFLOW Capacity Building Resources are part of the REFLOW Capacity Building Framework detailed in *D6.1 Reflow capacity Building Framework*. The capacity building resources portfolio is developed in phase 3 of the framework (see figure 2).

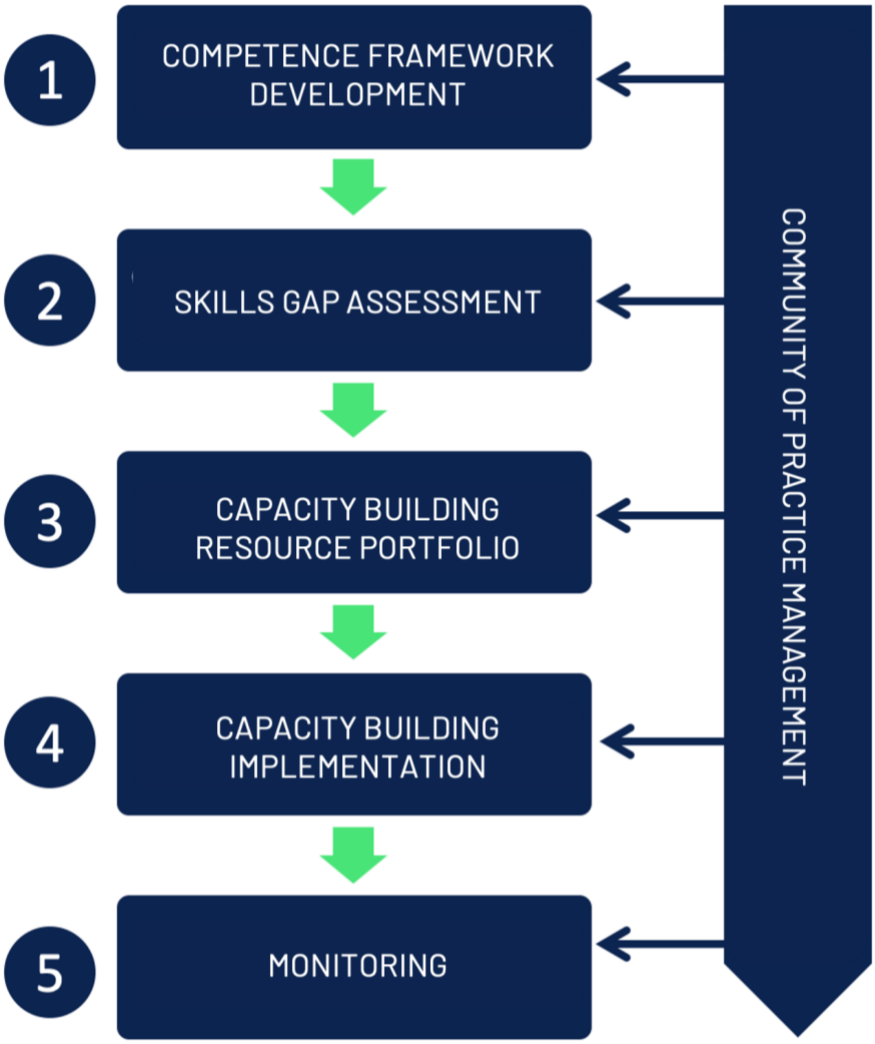

Figure 2: REFLOW Capacity Building Framework

(Source: D6.1 REFLOW Capacity Building Framework Deliverable)

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The portfolio refers to the REFLOW strategy to enable capacity building among different target groups along three dimensions: the individual, organisational and system levels.

2.1 Objectives of the Capacity Building resources

The Capacity Building Resources have specific objectives:

- ***Implementation of a common strategic knowledge transfer to pilot Cities***

Knowledge transfer and capacity building through learning resources is key to accelerate the transition to regenerative and circular cities. By equipping practitioners with relevant knowledge, skills and competences, this enabling lever aims to support the uptake of circular skills necessary for a transition.

- ***Replication to other European Cities***

Free online access to learning resources allows pilot cities as well as any other city to benefit from the knowledge and capacities built in the REFLOW project in order to engage in a circular city transition.

2.2 Structuration of the Capacity Building Resources

Reflow Capacity Building Resources are organised according to a dedicated *learning pathway*, following four main phases: (1) Get inspired, (2) Get informed, (3) Get Connected, (4) Get Equipped, as described in figure 3 below:

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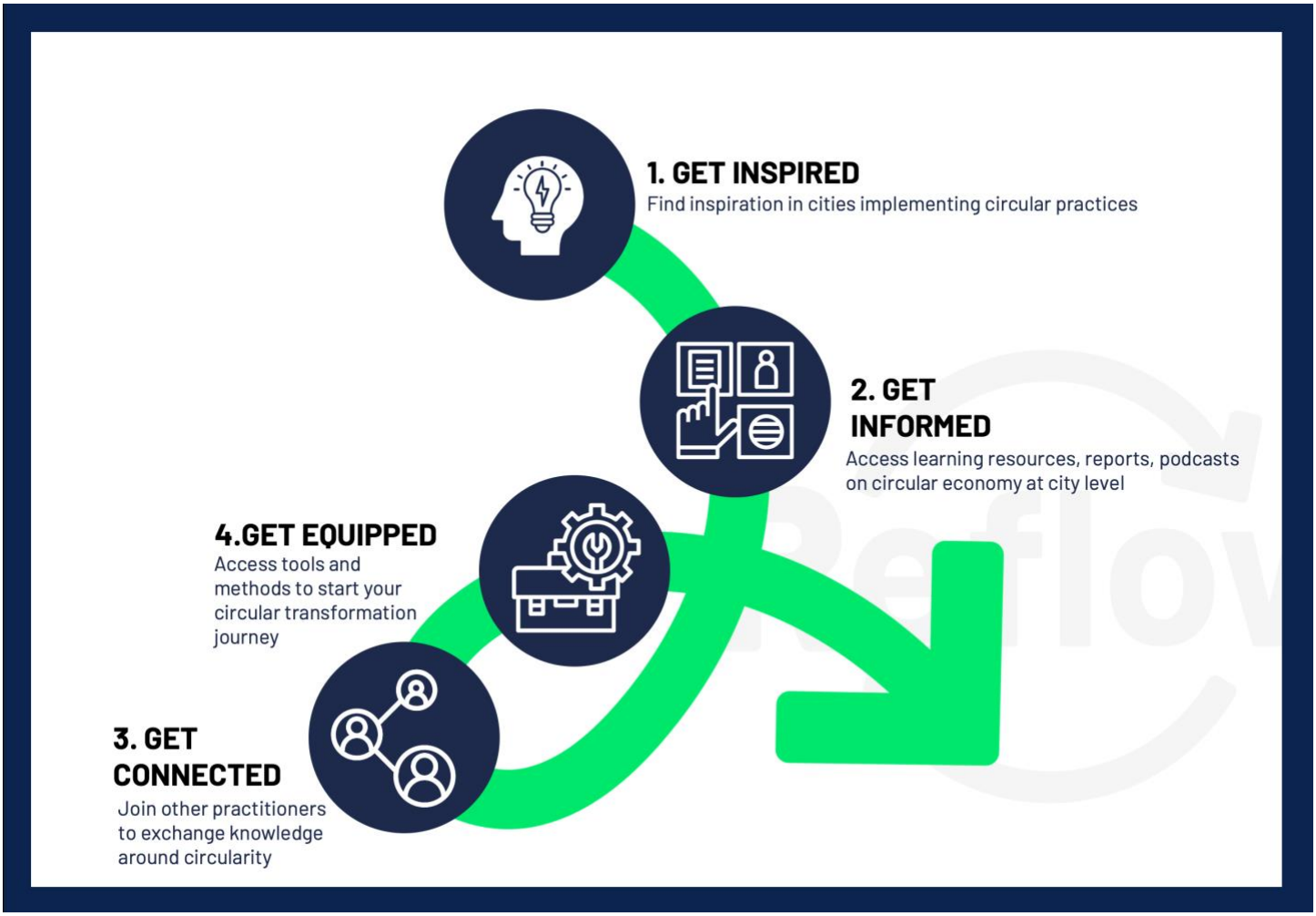

Figure 3: Capacity Building Resources Pathway

- The first phase **"Get inspired"** provides best practices examples that can concretely show how circularity at city level can be implemented. The best practices take different lenses from policy, business models, citizen engagement perspectives.

- The second phase "**Get informed**" offers external resources that can build the knowledge base of end users: reports, Ecourses, podcasts are examples of resources than can provide additional information around circular practices.

- The third phase **"Get Connected"** offers the end users platforms to learn and exchange with fellow practitioners.

- The fourth and final phase, "**Get Equipped**", offers practical tools and methods to acquire new skills and competences and put them into practice.

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Table 1: Overview of Capacity Building Resources developed within REFLOW

Capacity Building Pathway	Resource Overview	Skills and competences		
		Individuals	Organisations	System
1.Get Inspired	Best practice database	• Awareness and inspiration on citizen engagement	• Awareness and inspiration on Circular Business models	• Awareness and inspiration on circular policies levers
2.Get Informed	Circular Resources: Reports/publications External Online Courses External Podcasts Learning nuggets	• Knowledge development on circular economy frameworks, strategies at general, sectoral and city level • Knowledge on latest CE development	• Knowledge development on circular economy frameworks, strategies at general, sectoral and city level	• Knowledge development on circular economy frameworks, strategies at general, sectoral and city level
3.Get Connected	Reflow Community of Practice Forum Reflow Online Circular City Community group	• Peer learning, knowledge transfer	• Peer learning, knowledge transfer	• Peer learning, knowledge transfer
4.Get Equipped	REFLOW Glossary REFLOW Academy Collaborative Governance Toolkit Business model innovation toolkit Reflow Digests	• Shared Vocabulary on CE terms, CE strategies • In-depth dive into CE at general level, business level and city level	• Applied competence in business model innovation	• Applied competence in collaborative governance development

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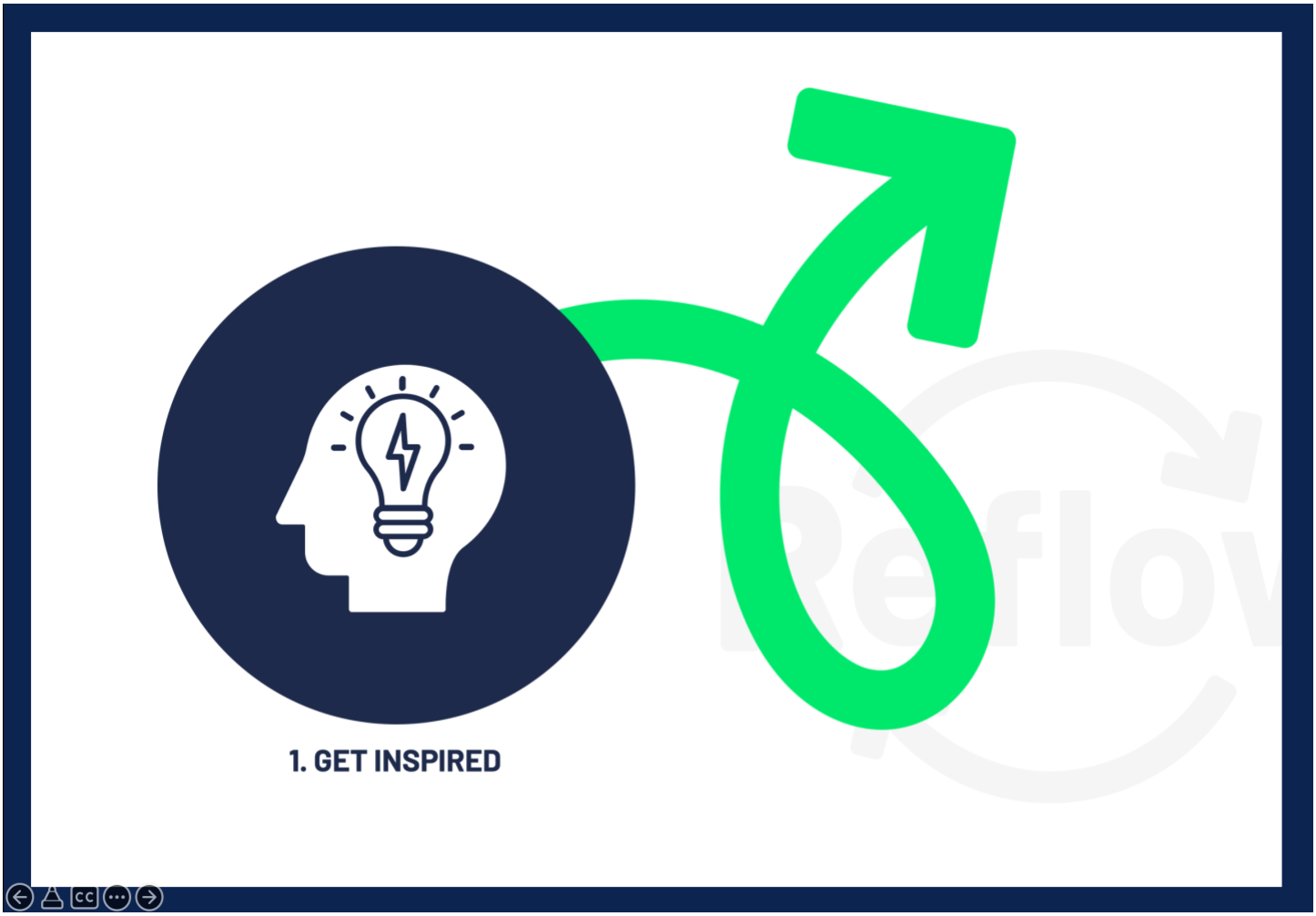
3. REFLOW Capacity Building Resources

In this chapter, we introduce the various resources developed within the REFLOW project according to four specific phases, (1) *Get inspired, (1) Get informed, (2) Get connected* and (3) *Get equipped.*

3.1 Get inspired



The first phase - *Get inspired* - aims to provide best practices examples that can concretely show how circularity at city level can be implemented. The best practices take different lenses from policy, business models, citizen engagement perspectives.

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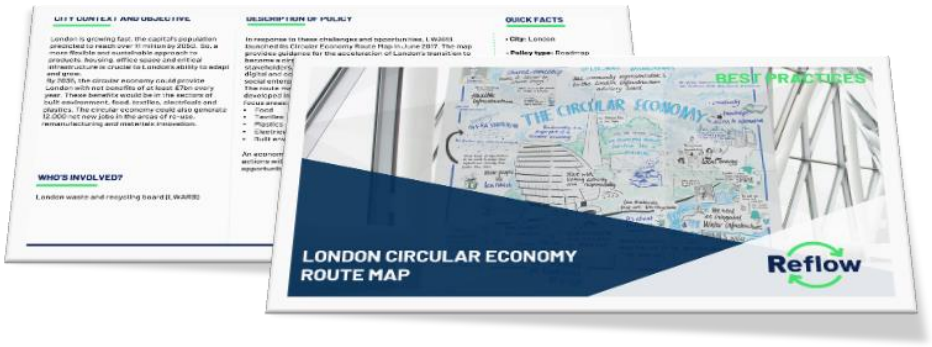
3.1.1 Best practice database

What is it?



The Best Practices Database collects the best initiatives found in the European Union and beyond related to circular economy actions, policies, business models, and citizen-focused initiatives supporting the transition to a circular city. This database is made available online as part of the REFLOW Community section as well as in a stand-alone document that will be used by other partners to expand it and to be used in other tasks or deliverables.

To access the database, go to https://reflowproject.eu/best-practices/

Objectives

The database is primarily developed to inspire REFLOW pilot cities in engaging with circular practices. The resource is made available online to be freely accessible to anyone interested in circular initiatives. The database is designed to allow an easy transfer to an online tool and a user-friendly consultation.

- **Implementation of a common strategic vision**

  Exploring and researching existing best practices from other cities may help clarify and frame action plans and related implementation activities.

- **Understand and Demonstrate**

  By providing examples at policy level, business level, and citizen level, the best practices database exemplifies how the reconfiguration of urban metabolism can take place in practice.

- **Replication**

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Online access through the REFLOW website allows other cities and relevant stakeholders to access and replicate best practices.

This database has a close relationship with many other tasks and deliverables developed by other WPs, in particular with:

- D1.2 Circular city action plan
- D4.2 Productive city toolkit
- D4.1 The Reflow Handbook.

Content and methodology

The database of best practices has been structured in three specific categories:

Figure 4: Best practice Database structuration

The three categories are also filtered with subcategories, associated with the focus topic of the pilot cities:

- *Textile*
- *Food/municipal markets*
- *Energy*
- *Water*
- *Plastic*
- *Wood and material waste /Event*
- *Other*

The database fields differ substantially for each category. The aim of the fields structure is to allow an easy transfer to an on-line tool and a user- friendly consultation.

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Figure 5: Structuration of content

In each category, a set of tags/keywords are defined and referred to specific strategies allowing the end user to further filter individual entries.

Public policies best practices: field description

- *Quick facts*
  - Name of City
  - Policy type
    - Shared narratives
    - Roadmaps
    - Urban diagnostic and metabolism
    - data and technological assets
    - strategic alliances
    - Hosting and Convening
    - Unleash the potential of social economy organizations
    - Business support
    - Capacity building
  - Sector focus
  - Tags/ key words.

- *City context and objective*
- *Description of the policy*
- *Who's involved*
- *More info/ Link*

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Business-led best practices: field description

- *Quick facts*
  - Name of company:
  - Company type: start-up /non for profit /existing company
  - Location:
  - Sector:
  - Business model Archetype: use of Bocken Sustainable Business Models archetypes
  - Tags/ key words.
- *Challenge description*
- *Solution description:*
  - Value proposition
  - Value creation and delivery
  - Value capture
- More info/ link

Citizen engagement best practices: field description

- *Quick facts*
  - Name of city
  - Engagement strategy
  - Awareness campaign
  - Cocreation
  - Support bottom-up initiatives
  - Sector focus
- *Context and Objective*
- *Description of the initiative*
- *More info/Link*

Scoping of the selection

Individual best practices were searched and selected based on an overview of key challenges (ie: how to involve citizens in the planned activities? How to convince businesses to be cocreating with us?), pilot focus (ie: textile waste, municipal markets) and expected strategies (business engagement, governance, citizen engagement) of REFLOW pilot cities.

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Figure 6: Scoping of the best practice database

The best practices selection criteria differ for each category. Among these however, there are some common criteria adopted:

- *Availability of information*
- *Referenced in one or more existing databases, reports or articles*
- *Award-winning prizes*
- *Suggested by members of the Reflow Community of Practice*
- *Innovativeness of the practice though not yet widespread*

To kick start the process, we chose to describe best practices through factsheets, which contain all the information and fields that will contain the on-line database.

The identification of best practices began analysing the existing publications, databases and reports that already described the characteristics of each practice in detail. The documentation taken as a reference has some general characteristics: European or national level, detailed information content including data and figures, recent publication, publicly available.

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CITY CONTEXT AND OBJECTIVE

London is growing fast, the capital's population predicted to reach over 11 million by 2050. So, a more flexible and sustainable approach to products, housing, office space and critical infrastructure is crucial to London's ability to adapt and grow.
By 2036, the circular economy could provide London with net benefits of at least £7bn every year. These benefits would be in the sectors of built environment, food, textiles, electricals and plastics. The circular economy could also generate 12,000 net new jobs in the areas of re-use, remanufacturing and materials innovation.

WHO'S INVOLVED?

London waste and recycling board (LWARB)

DESCRIPTION OF POLICY

In response to these challenges and opportunities, LWARB launched its Circular Economy Route Map in June 2017. The map provides guidance for the acceleration of London's transition to become a circular city and it recommends actions for stakeholders. Stakeholders such as London's higher education, digital and community sectors, as well as London's businesses, social enterprises and its thriving finance sector.
The route map is an action-orientated document. It was developed in partnership with stakeholders across our priority focus areas:

- Food
- Textiles
- Plastics
- Electricals
- Built environment.

An economic analysis of the route map estimated that the actions within it can contribute £2.8bn towards a wider £7bn opportunity for the capital.

QUICK FACTS

- **City:** London
- **Policy type:** Roadmap
- **Sector focus:** All
- **Keywords:** #roadmap #policy

MORE INFO

Download the CE route map https://www.lwarb.gov.uk/wp-content/uploads/2015/04/LWARB-London%E2%80%99s-CE-route-map_16.6.17a_singlepages_sml.pdf
Access the circular London website www.circularlondon.org

Figure 7: Public policies best practices example

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CONTEXT AND OBJECTIVE

Every 2 minutes UK consumers throw away more than one landfill, despite the fact that all textiles should be recycled or tonne of clothes. Around one third of these clothes go to donated to charity. Brighton Fashion Week is a platform for new fashion design talent. It's SUSTAIN event has become a successful part of the week, aimed at increasing consumer awareness around the social and environmental impact of clothing.

WHO'S INVOLVED?

Love your clothes, Brighton fashion week
City of Brighton

DESCRIPTION OF INITIATIVE

Love Your Clothes collaborated with Brighton Fashion Week by depositing a tonne of clothing at the Open Market in Brighton. This 'disturbance' showcased a fraction of the 300,000 tonnes of clothing that goes to landfill each year in the UK. Running over three days, the event highlighted the environmental issues of clothing waste and the benefits of second hand and upcycled clothing.

Local fashion students and groups were invited to see the tonne of clothing and were set a Fashion Salvage challenge. With the help of skilled upcyclers, participants were encouraged to rummage through the tonne to create new items and outfits. School groups (secondary and primary), were invited to participate in educational talks exploring the journey of clothing from raw material to waste.

Free practical demonstrations and skills sessions were held for the general public at the weekend, including hand and machine sewing skills, repair, alteration and breaking down a garment and remaking it. They provided attendees with a host of sustainability tips and guidance.

QUICK FACTS

- **City:** Brighton
- **Engagement strategy:** Awareness campaign
- **Sector focus:** Textile
- **Keywords:** #textile #waste #engagement

MORE INFO

https://www.loveyourclothes.org.uk/blogs/tonne-clothes-brighton-fashion-week

Figure 8: Citizen engagement best practice example

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CHALLENGE

The World Bank predicts that by 2025, global urban waste will increase by 70%. Without solid waste management, we cannot build sustainable and livable cities. Therefore, it is important that cities, especially in the developing world, create smart and efficient waste management methods.

SOLUTION

Agora Tech Lab (ATL) aims to help cities create participatory waste management frameworks. By using cutting-edge blockchain technology, urban dwellers can easily be compensated for their contribution to society in exchange for a local token that can be traded for governmental services. With the advent of blockchain technology, the global community has the unique opportunity to create smart systems that help cities deal with population and waste growth. By letting local citizens take control over their own community and rewarding them for it, cities will become smarter and better places to live.

DESCRIPTION OF BUSINESS MODEL

Value proposition: Agora Tech Lab aims to create circular urban economies that are more self reliant. Doing so, earth's resources can be used more efficiently, securing the wellbeing of future generations. Agora Tech Lab offers local governments the tools to separate waste more efficiently by rewarding citizens for recycling with a local digital currency that they can exchange for municipal services or benefits (such as free public transport, less tax). Waste can be better separated, and municipalities spend less money on waste processing. By allowing people to participate in the processing of waste streams, an important step can be taken towards the creation of a circular economy; Agora Tech Lab offers the technology and insights to achieve this

Value creation and delivery: By rewarding citizens for recycling, waste collection becomes a community effort. The tokens received can be used for personal use to be exchanged for governmental services. But tokens can also be pooled together so communities can save for new neighborhood services. This, for instance, happened in the city of Enschede, where citizens performed voluntary work in exchange for a community center.

Value capture: During recycling, the focus is usually on waste treatment. However, Agora Tech Lab goes a step further: with the implementation of ATL's smart incentive system, a change in behavior of the citizen is encouraged. Agora Tech Lab changes the relationship between citizen and waste. Agora Tech Lab is the first organization to exploit the potential of blockchain to contribute to the creation of a circular economy in the urban environment.

QUICK FACTS

- **Company:** Agora Tech Lab
- **Company type:** Start-up
- **Sector:** Waste
- **Location:** Netherlands
- **Business model:** Create value from waste
- **Keywords:** #blockchain #plastic waste

MORE INFO

https://www.agoratechlab.com

Figure 9: Business-led best practice example

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Iteration process

Mid-project, an additional category – Circular materials - was integrated to the existing database. This addition reflects the work developed by project partner Materiom to provide knowledge and insights on the material level associated with a circular city transition. 43 additional entries were added to the database.

Each individual entry follows the following structure:

- Name: Material name or trade name
- Cycle: Technical or biological
- Description: What is it and how is it made?
- Materiality: What is it made of?
- Source: What type of feedstock is it?
- Production: At what scale is it produced?
- Application: What sector is it being applied to?
- Recovery: How can it be recovered at the end of its life?
- Use cases: Examples of how its applied in the market
- CPs: Relation to REFLOW's 10 Circular Principle

At the time of this deliverable writing, 110 individual entries were integrated in the database.

Maintenance of the database

Additional entries were added throughout the timeline of the project upon request from Pilot cities (inquiries for additional inspiration, highlights of existing relevant initiative).

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3.2 Get informed

The second phase of the pathway - "Get informed" - offers external resources that can build the knowledge base of end users: reports, Ecourses, podcasts are examples of resources than can provide additional information around circular practices. The resources are described below.

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3.2.1 Circular resources

What is it?

In order to keep end users informed with relevant external resources focusing on circular city transition, a curation of relevant material was developed and hosted on the website under the circular resources section. The resources are available on the following section of the REFLOW website: https://reflowproject.eu/circular-resources/

Objectives

The curated content is primarily developed to inform REFLOW pilot cities about key reports and publications associated with Circular Economy in general and Circular Cities in particular. It also provides a selection of external capacity building resources in the form of eLearning courses and podcasts which were developed by external stakeholders.

Content and methodology

The circular resource section is organised according to three categories: Reports and publications, Online courses, Podcasts.

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Reports and publications:

Reports can be filtered according to three categories: circular economy, City strategies and circular cities. 26 key reports are available in this section.

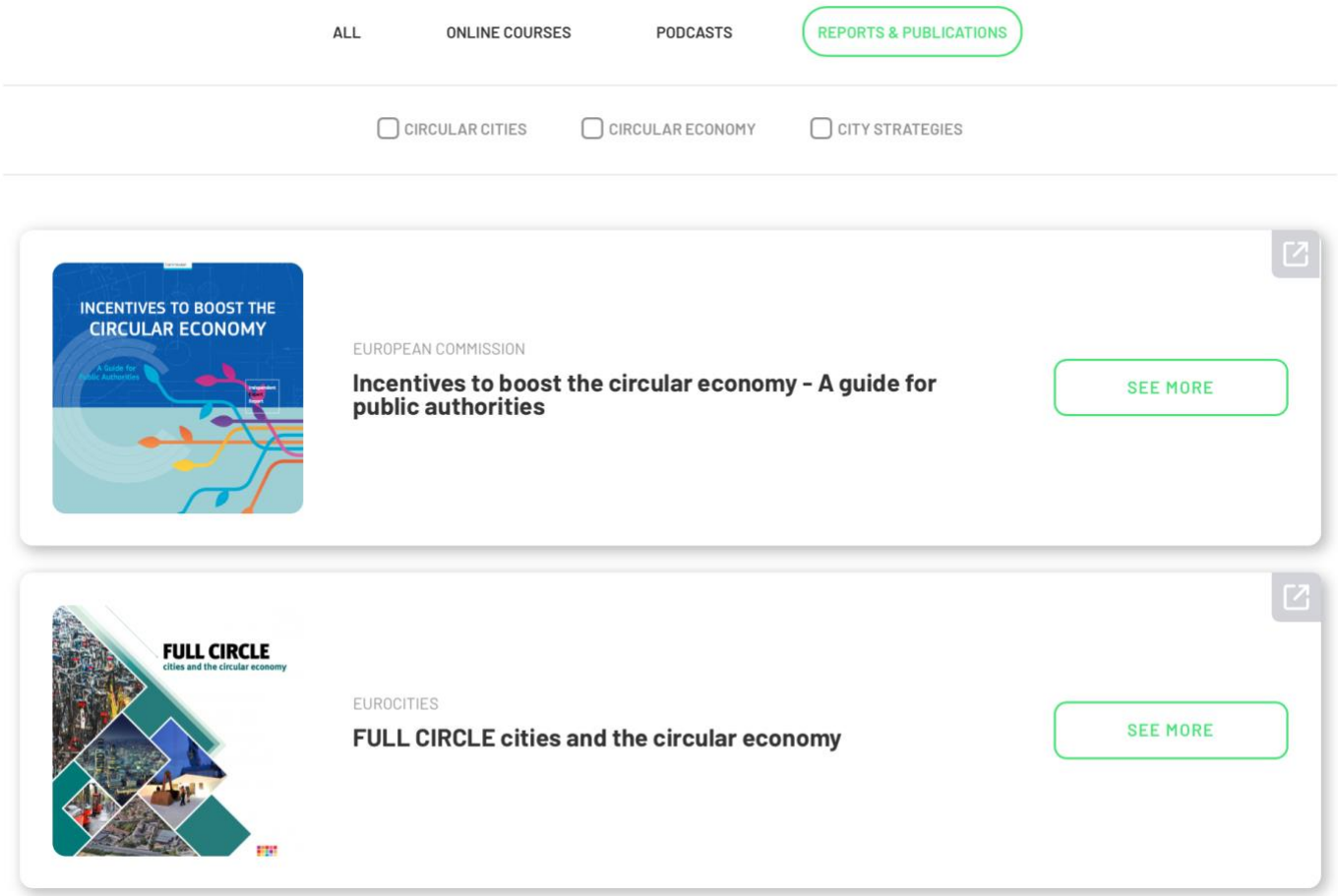

Figure 10: Screenshot from Publication and Reports

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Online courses

Online courses can be filtered according to certain categories, focusing on general concepts (circular economy, sustainable and circular cities) or sectors (food, fashion and textile, materials..). 14 individual entries were added to this section.

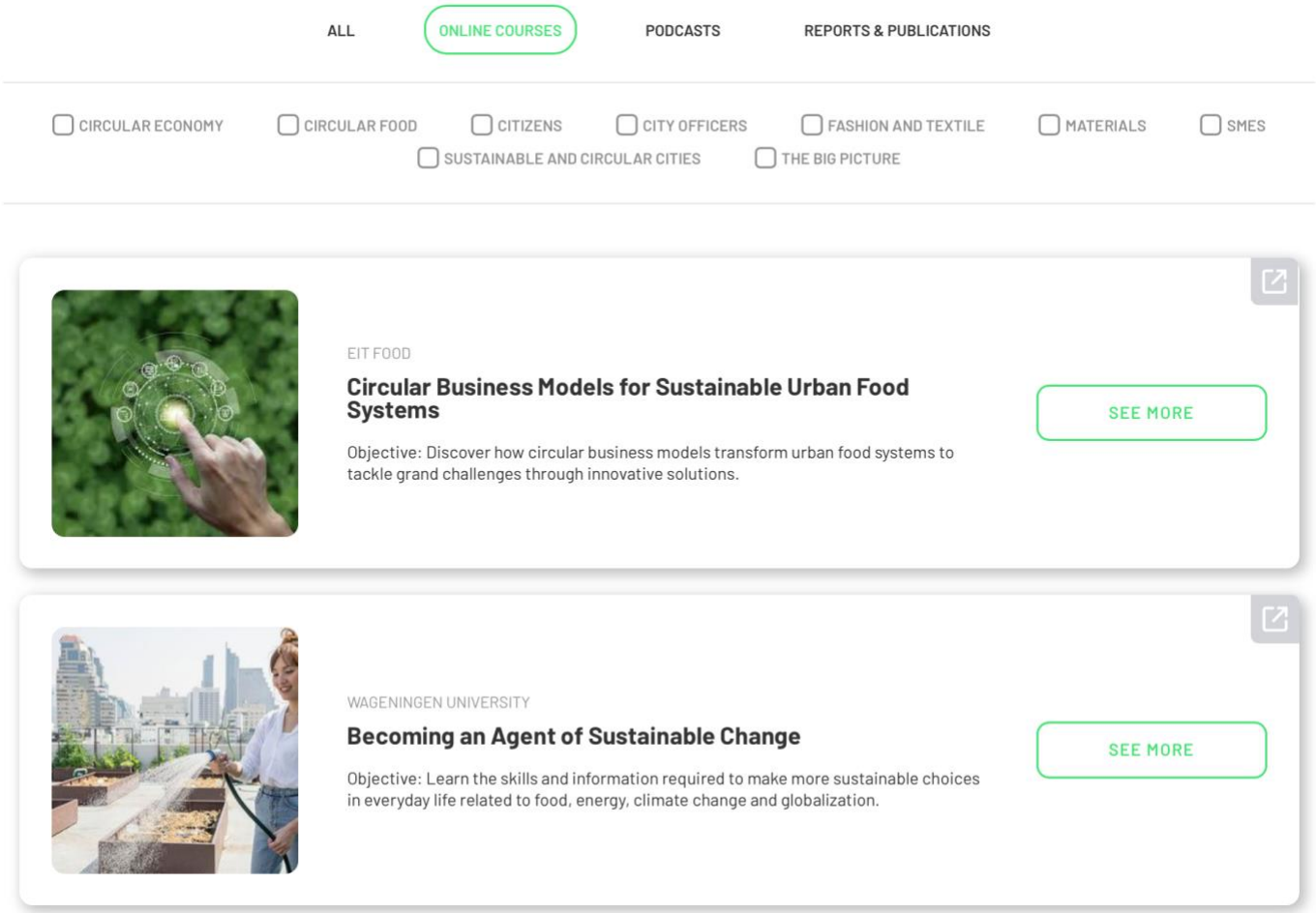

Figure 11: Screenshot from online courses

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Podcasts

In addition to publications and online courses, a third category focused on podcasts that have been recently published with a focus on Circular Economy.

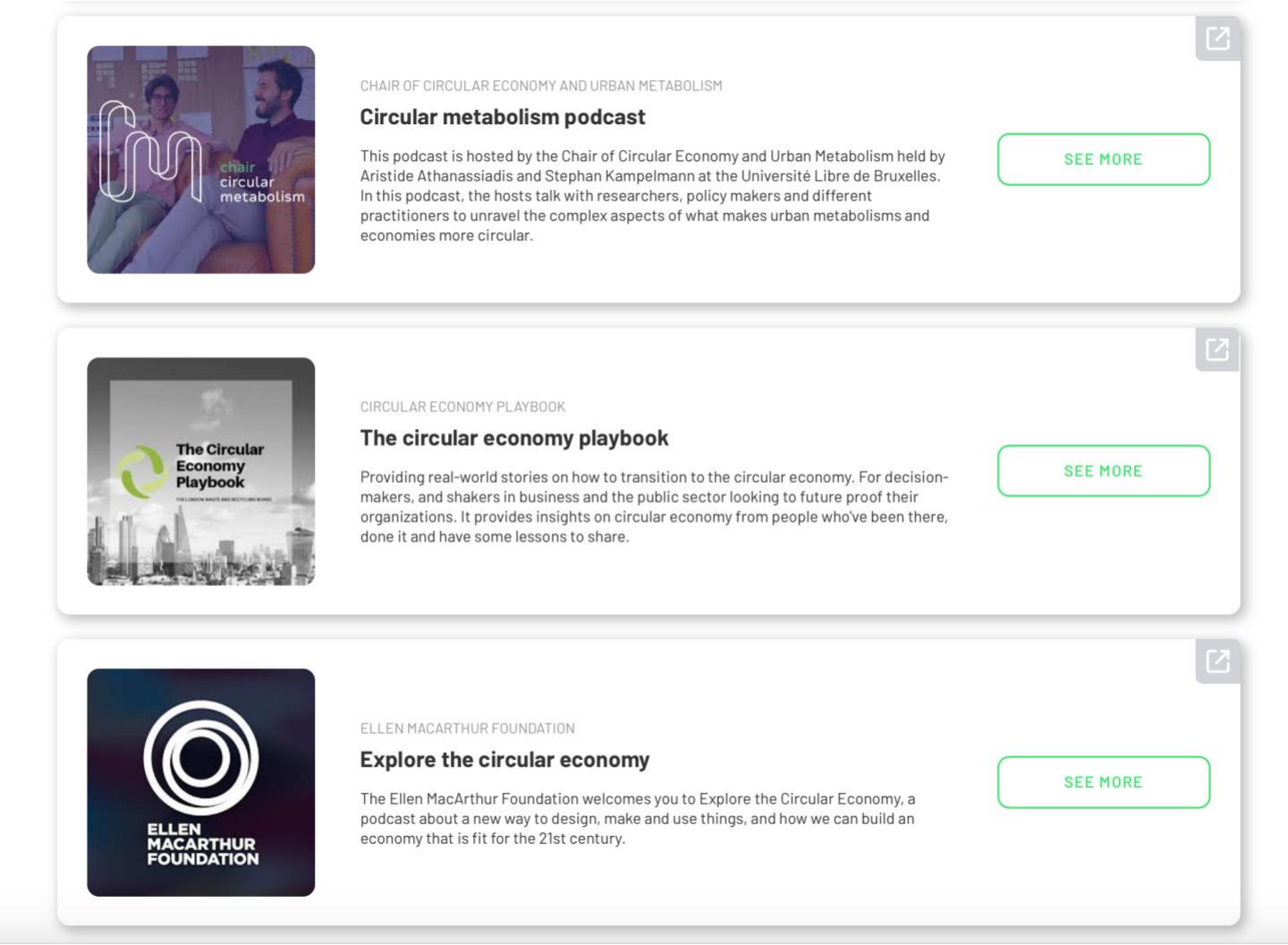

Figure 12: Screenshot from the Podcasts

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3.2.2 Learning nuggets

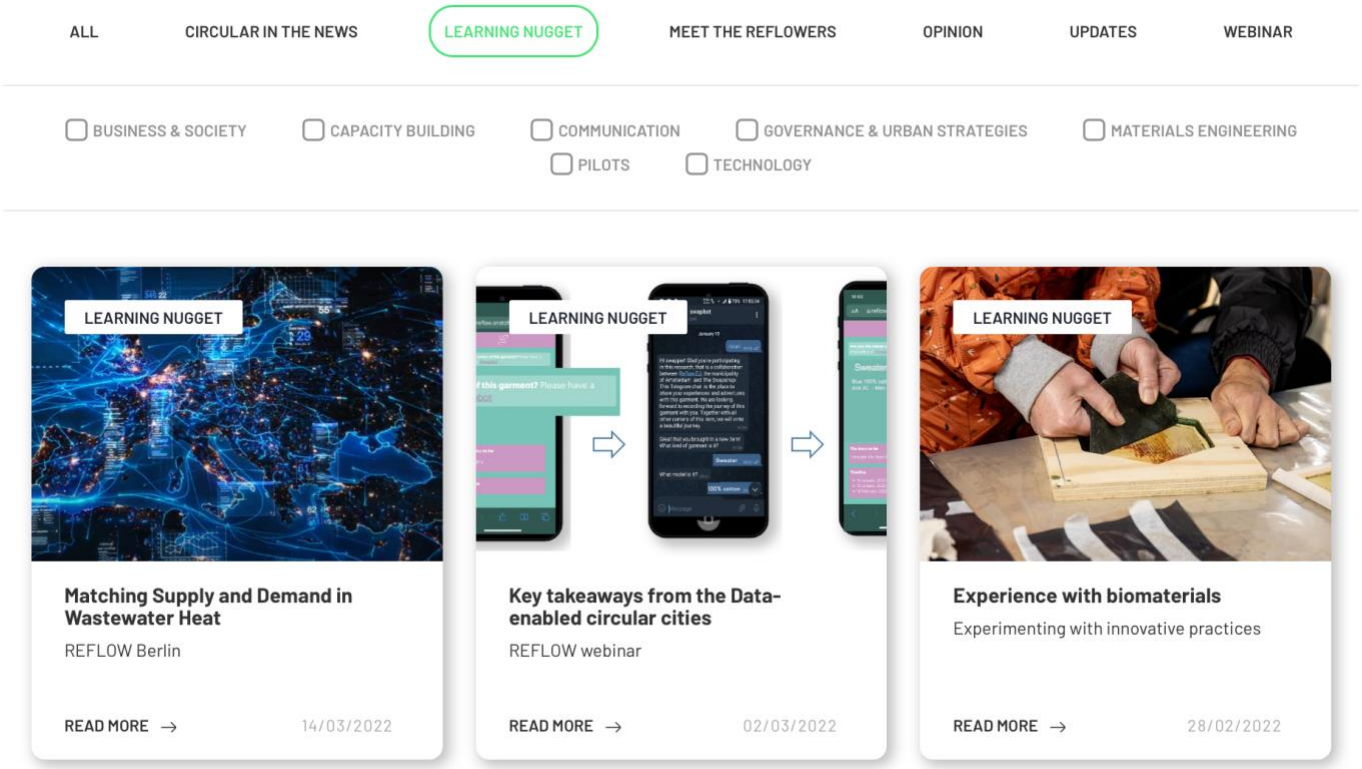

Figure 13: Screenshot from the learning nugget section of the REFLOW blog

What is it?

Learning nugget is a sub-section on the REFLOW website blog (https://reflowproject.eu/blog/). Beyond offering news and updates on the project, the Blog of the website is being used as a short-format learning resource to provide insights on key learnings derived from the project.

Objectives

- Provide short educational content in the form of easy to digest blog entries.
- Translate deliverables content into a one-page summary with illustrations and external links

Content

The content was curated based on:

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- **Official deliverable publications:** Before each official deliverable submission, a curation meeting is organised between capacity building team and authors deliverables to decide on the most adequate format to translate insights from the deliverable into a relevant learning resource.

- **Learnings and insights** created by Pilot cities on their journey to circular cities. On a systematic basis, Pilots cities are enquired to write short text on the evolution and learnings from their pilots.

- **Key introductory knowledge** necessary to make sense of the whole transition. As an illustration, the Reflow Starter kit, is a blog entry summarizing in a 10 miutes read the rationale and approaches to make a city circular.

Examples of learning nuggets:

Read more:
https://reflowproject.eu/blog/designing-circular-and-regenerative-cities-a-starter-kit/

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How can we collaboratively build a transition path for circularity in practice? Taking a circular and regenerative approach to urban development calls for new visions and design strategies to reshape traditional productive processes and resources metabolisms. Co-creation and collaboration between public authorities, economic actors, and civil society can be seen as a key pillar of this transition process.

Read more:
https://reflowproject.eu/blog/making-sense-of-co-production-practices-in-circular-cities/

Transitioning to a circular economy requires new mindsets and a multi-level perspective to generate concrete actions carried out by diverse stakeholders through cross-sector collaborations. At a city level, from new business model design to new supply chains, infrastructure, policy and financing schemes, a

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whole system change is required. How can we facilitate interdisciplinary and cross-sectoral collaborations, strengthen local city ecosystems while learning from other cities in transition at a global scale? As information and knowledge are too often split in silos, setting up Communities of Practice (CoP) focusing on similar transition challenges can support the circular transformation.

Read more: https://reflowproject.eu/blog/how-circular-communities-of-practice-can-accelerate-the-transition-to-resilient-cities/

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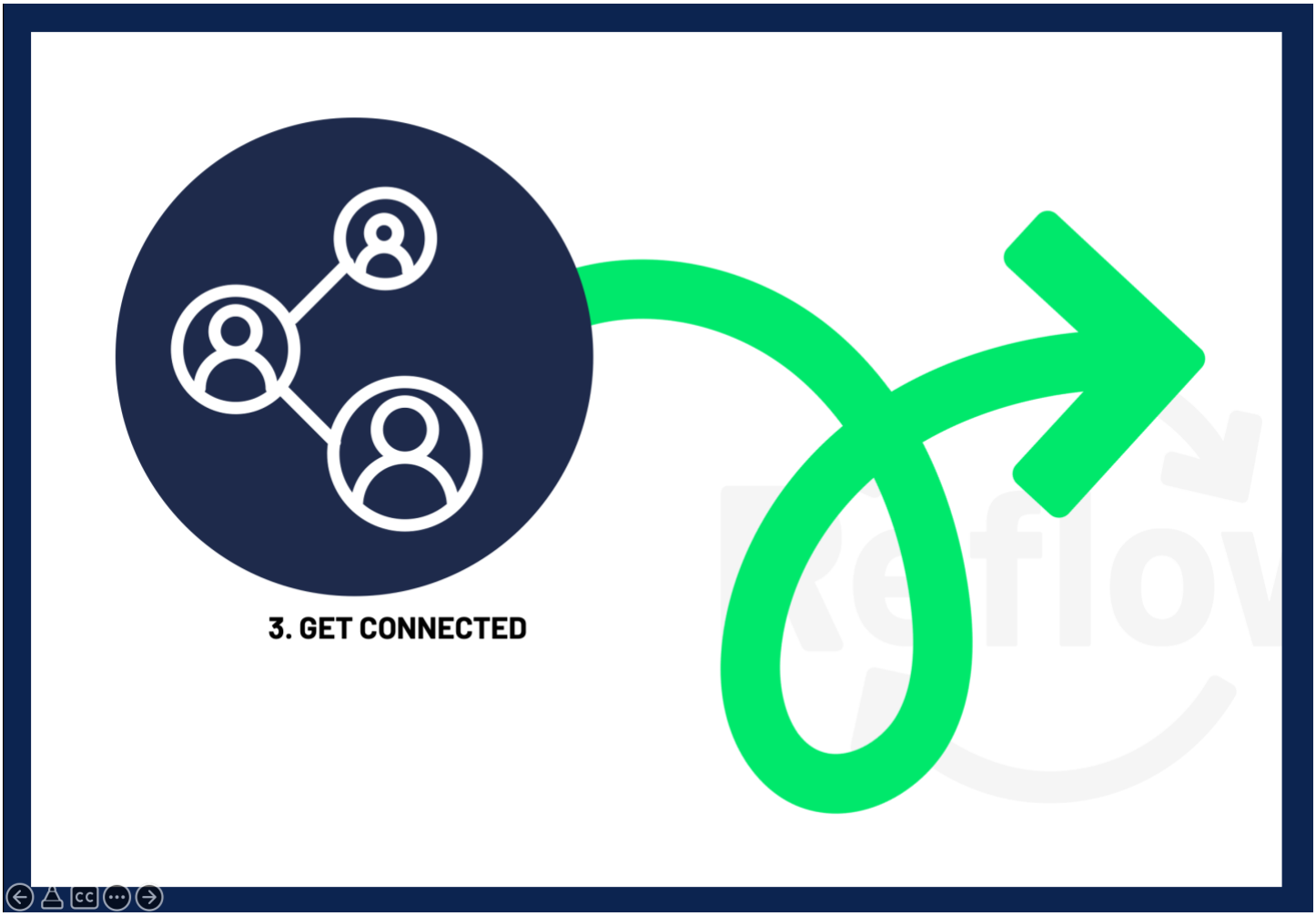
3.3 Get connected



The third phase - "Get connected"- offers end users platforms to learn and exchange with fellow circular practitioners. This section introduces the REFLOW Forum and the Circular City Community developed on LinkedIn. For a full report on Community of Practice activities, please read *deliverable D6.2 Reflow Community of practice.*

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3.3.1 REFLOW Community of practice Forum

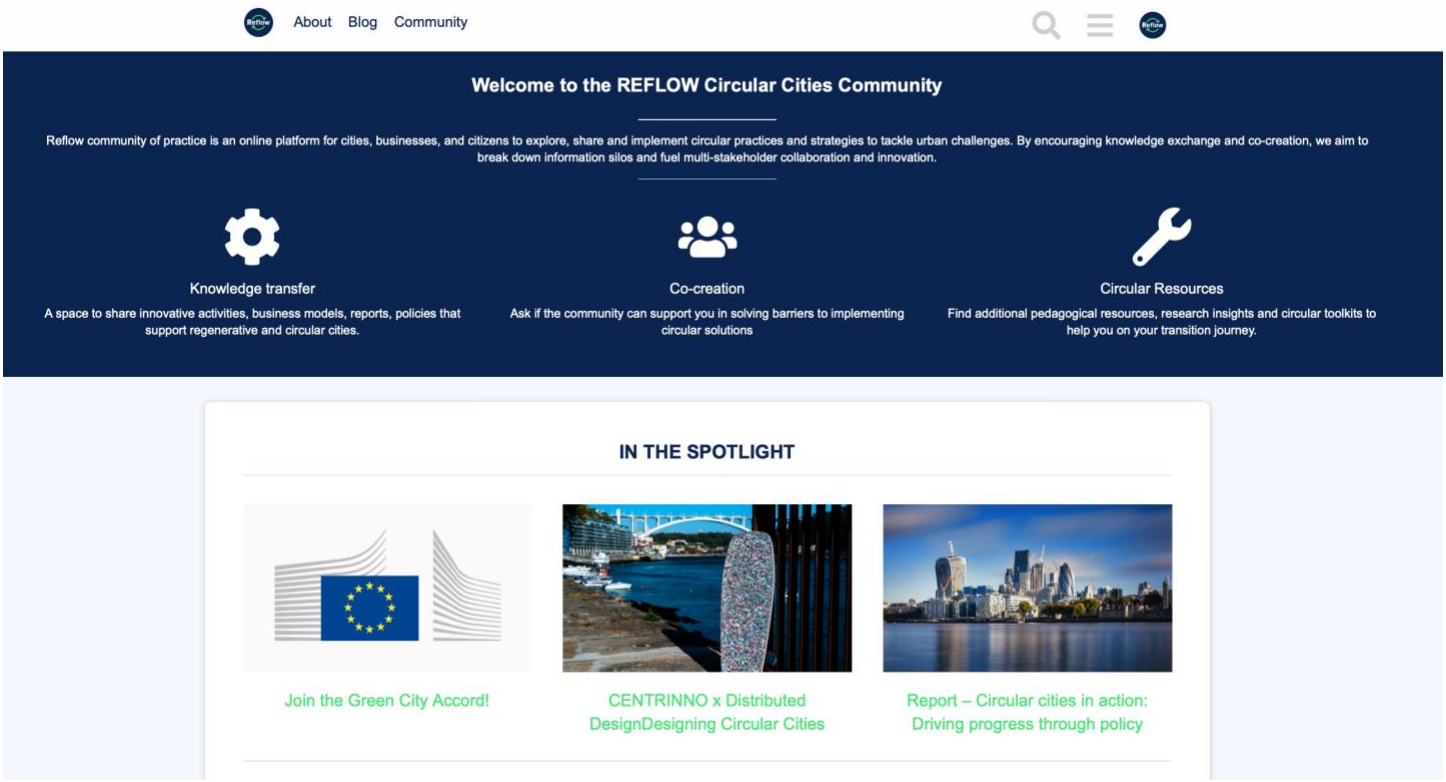

Figure 14: REFLOW Forum

What is it?

Reflow Community of Practice is an online platform for cities, businesses, and citizens to explore, share and implement circular practices and strategies to tackle urban challenges. By encouraging knowledge exchange and co-creation, we aim to break down information silos and fuel multi-stakeholder collaboration and innovation.

The forum can be accessed here:
https://forum.reflowproject.eu

Objectives

- Knowledge transfer: A space to share innovative activities, business models, reports, policies that support regenerative and circular cities.
- Co-creation: Ask if the community can support you in solving barriers to implementing circular solutions
- Circular Resource : Find additional pedagogical resources, research insights and circular toolkits to help you on your transition journey.

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Structuration of content

The forum was structured according to the following categories:

- **What's new:** Read the latest news about circular economy
- **Projects**: Involved in a Circular City project? Share your insights, approach and learnings
- **Research:** Discuss about research topics, academic collaborations, publications, dissertation, theses focusing on circular cities
- **Learning:** Aware of a new educational course or material, share it here!
- **Toolkits:** Introduce your tools and methodologies that support the transition to circular cities
- **Challenges:** The transition to circular cities is not without challenges. Can the community help?
- **REFLOW OS**: Discuss everything related to tech solutions for urban circularity
- **WHO's WHO**: Take 5 minutes to introduce yourself to the community

At the time of writing this deliverable, 100 users are currently registered, 64700 pages were viewed between June 2020 and March 2022, and 153 topics were created.

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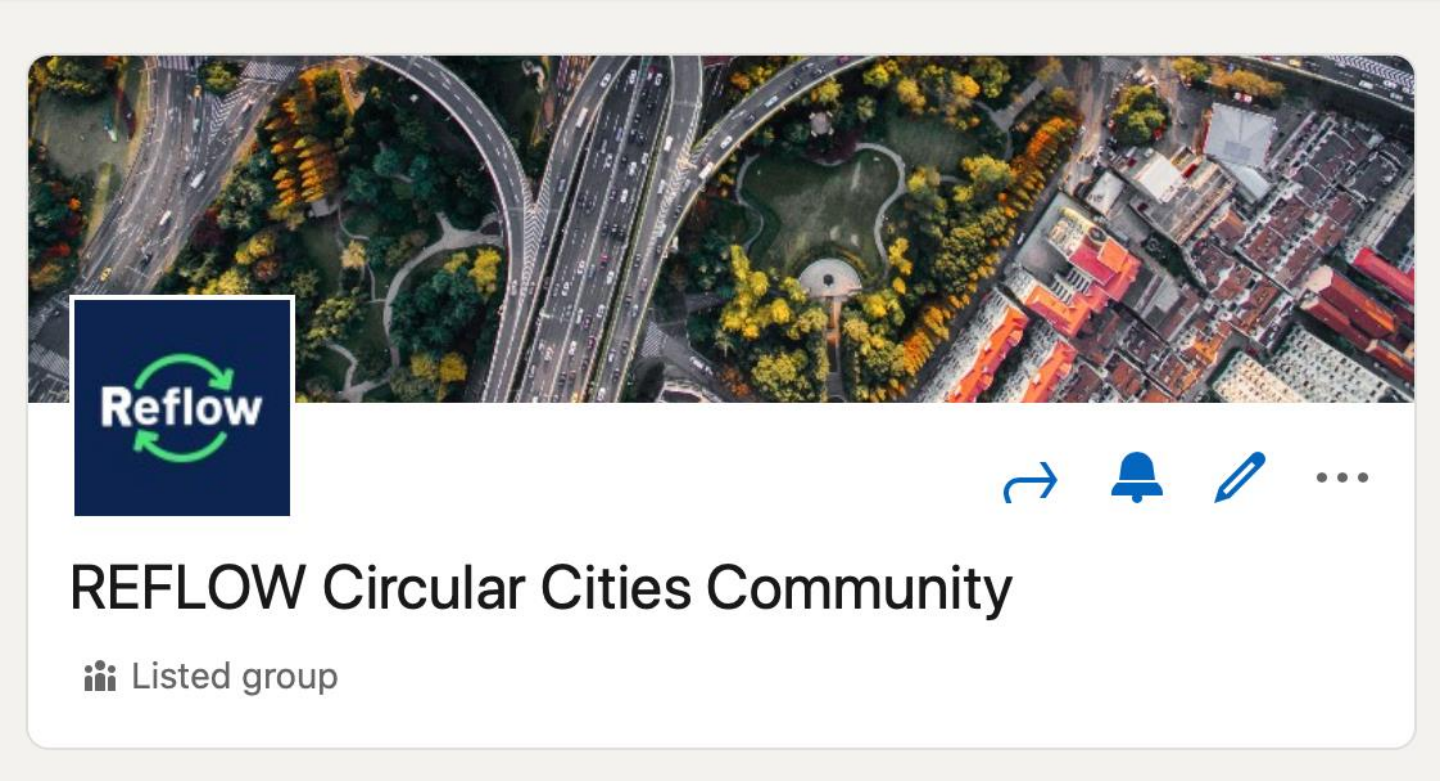
3.3.2 REFLOW Circular Cities Community on LinkedIn



What is it?

Reflow Circular cities Community is an extension of the Reflow forum and a discussion group created on LinkedIn to attract and connect professionals working around circular economy

The group can be accessed here (upon registration):
https://www.linkedin.com/groups/13751498/

Objectives

The group is introduced as follow: "We are a community of individuals active around the regeneration of cities: Citizens, researchers, activists, consultants, policy makers, driven by the need to accelerate the transition of cities towards more circular and regenerative practices. This group is for cities, businesses, and citizens to explore, share, and implement circular practices and strategies to tackle urban challenges. By encouraging knowledge exchange and co-creation, we aim to increase collaboration and innovation around circular cities. Feel free to share innovative activities, new business models, reports, policies that support regenerative and circular cities or anything else you find relevant. This community is yours! What will you get here? You will find up-to-date content and discussion around circular cities and connect with like-minded professionals and enthusiasts. To learn more about the REFLOW project, access existing resources, and contribute to the conversation, check out the REFLOW

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Community. There you will find our forum with an ever-growing collection of resources. https://reflowproject.eu/community/"

Examples of content

Each Friday, the community manager publishes a REFLOW DIGEST – a selection of news, events, and knowledge relevant for the week.

Welcome to the first #REFLOWdigest of the month. We hope you had a great start to March! We have exciting news and events for you to check out in this week's #REFLOWdigest. If you have something you want to share with the community, send us a message before Thursday. Also, feel free to add additional links in the comments section. Happy Friday!

📣 IN THE NEWS:
9% of global plastic waste is recycled while 22% is 'mismanaged' – OECD https://lnkd.in/ermA3ER4

Pollution causing more deaths than COVID – UN report https://lnkd.in/eBRJNEbd

🗓 WHERE TO MINGLE:
17/03/2022:How can household plastic waste be turned into a reliable resource for the future? https://lnkd.in/eT6j3JU2

29/03/2022: Doughnut Economics meet the City: A participatory Workshop Journey through the Past, Present, and Future of Circular Models in Urban Design. https://lnkd.in/exx95QsJ

🎓 LEARNING CORNER:
Rewatch the Reflow Webinar: Data-enabled circular cities: Applications and future directions https://lnkd.in/eUnqNXCg

🖷 WHAT WE'RE READING:
Understanding The Significance Of IoT In The Creation Of Circular Cities https://lnkd.in/en5gNNHp

Emerging waste streams: Opportunities and challenges of the clean-energy transition from a circular economy perspective https://lnkd.in/eHm4QhpB

Climate Change 2022: Impacts, Adaptation and Vulnerability https://lnkd.in/ei2T6Zb9

🏙 CIRCULAR CITY OF THE WEEK:
A climate-neutral Valencia https://lnkd.in/eWch_bPe

⚾ CONTINUE THE CONVERSATION:
Learn and exchange about circular cities in the Reflow community https://lnkd.in/eBwJW7D4

At the time of writing this deliverable, 228 members are currently part of the group.

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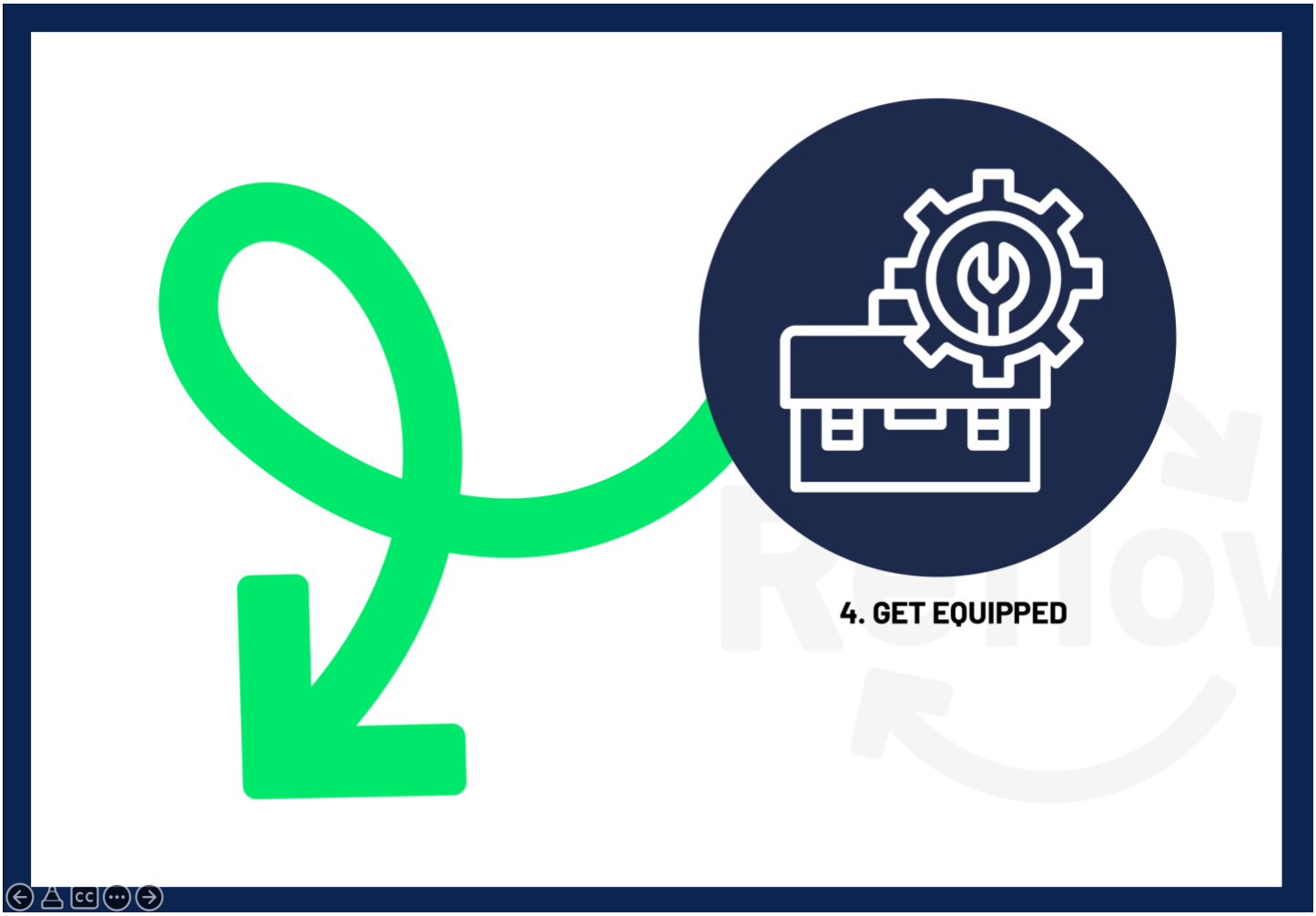
3.4 Get Equipped



The fourth and final phase - “Get Equipped” - offers practical circular tools and methods to acquire new skills and competences and put them into practice.

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3.4.1 REFLOW Glossary

Figure 15: REFLOW Glossary

What is it?

The REFLOW Glossary is developed to enable sensemaking and the alignment of the project's partners by providing a baseline for the use of terminology and a shared language. As key concepts within theories and across disciplines emerge and are clarified by the consortium partners, they are added to the Glossary. This process avoids misunderstandings, ensures alignment in the terminology in the project and guarantees a common understanding of the content produced in REFLOW.

Objectives:

- **Implement a common strategic vision.** By clarifying the key terminology used in the project, the glossary aims at facilitating the creation of a common strategic vision.
- **Replication.** The collection of keywords and terminology used in the project facilitates the learning process and create a baseline for other cities interested in the transition towards regenerative and circular cities.

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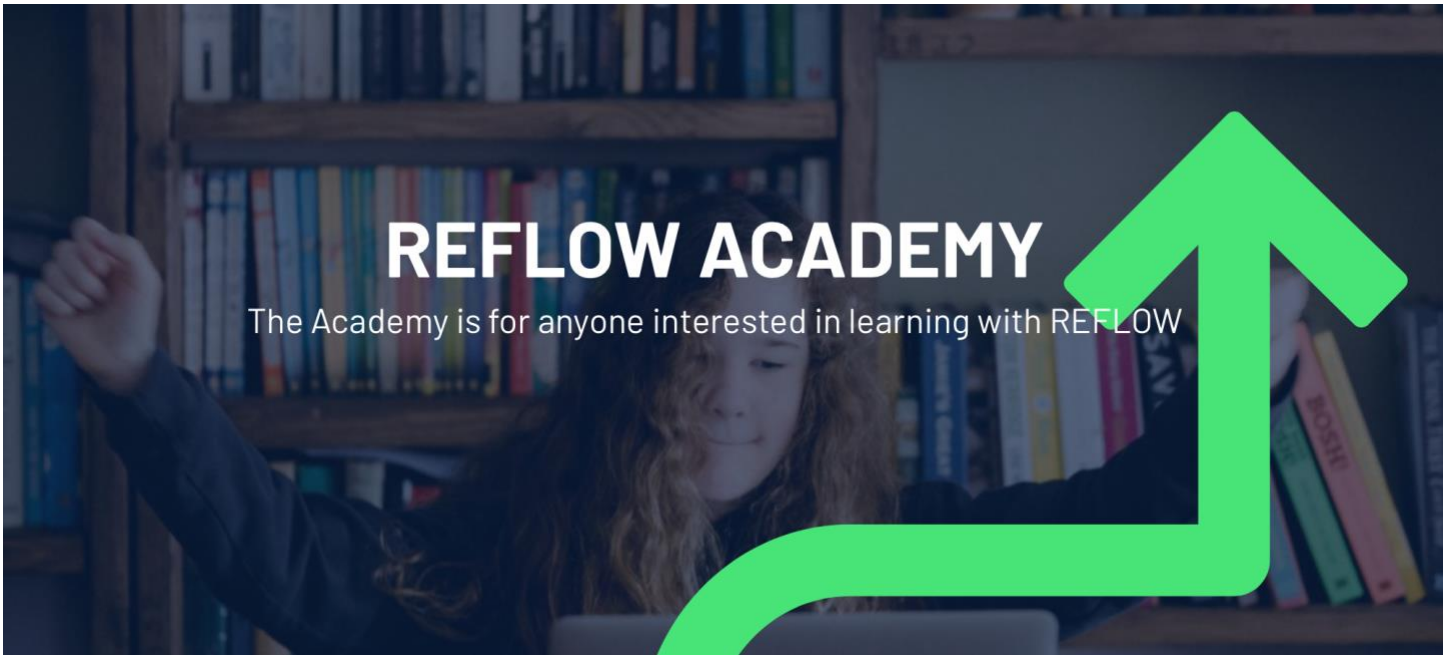
- **Understand and demonstrate.** The glossary aims to provide clarity in the attempt of understanding and demonstrating the role of the different concepts, tools and methods used in the pilots' CE implementation process. Furthermore, it provides examples of how an interdisciplinary approach can be implemented in practice with the goal of transitioning towards circular and regenerative cities.

The glossary can be accessed here https://reflowproject.eu/reflowglossary/

3.4.2. REFLOW Academy



What is it?

The REFLOW academy is a collection of educational materials for anyone interested in learning with REFLOW. The academy hosts webinars, eLearning courses, podcasts and offers teachers and trainers academic case studies to support their circular teaching activities.

Objectives:

- **Provide a portfolio of learning material to meet individual needs:**
  - Short length and on the go: REFLOW podcast
  - Medium length and interactive: REFLOW webinar
  - Medium length lecture: REFLOW Masterclass
  - Long length and structured learning: REFLOW Ecourses
  - Educational materials for Academia: Academic Case Studies

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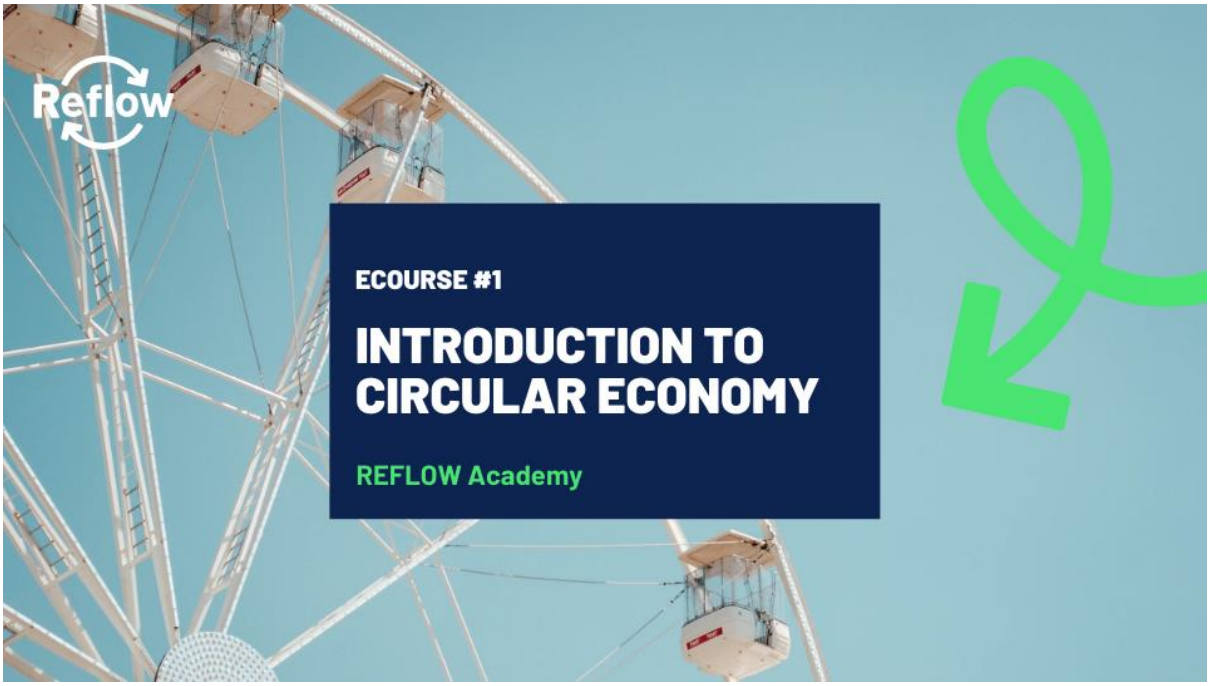
Content

The content of the REFLOW Academy is detailed in deliverable *D6.4 Multi-Platform Digital Resources and Structured Learning Courses*. The following resources are described below:

Elearning courses

Following a massive open online course approach (MOOC), the purpose here is to offer interested stakeholders the possibility to enrol in a set of different online courses focusing on circular economy.



The first course "**Introduction to Circular Economy**" offers an exhaustive overview of the CE concept, from its rationale, its historical development, its positioning with other sustainability concept, its current challenges and future directions. Positioned at beginner's level, it is a necessary introduction course to be able to navigate through circularity implementation, whether at city or business level.

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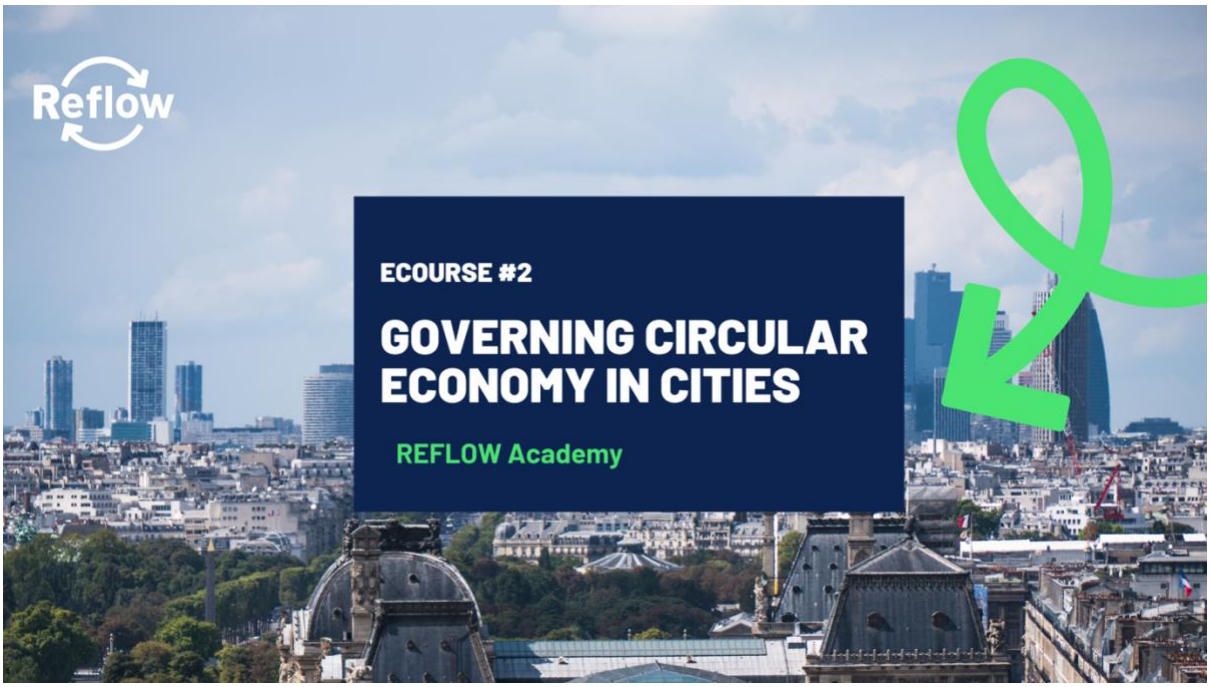

The second course - "**Governing circular economy in cities**" is targeting city stakeholders willing to grasp how CE can be concretely implemented at city level. It highlights the benefits and challenges of transitioning to a circular city, positions circular cities within other sustainability urban concepts and details the frameworks, principles, levers and practical tools available to actively engage in a circular transition.

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The third course – "**Circular business models for regenerative cities**" takes a business perspective on the transition to CE. It offers an introduction to business model innovation and position circular business models within the sustainable business model concept. Beyond the presentation of theoretical background associated with sustainable and circular business models, the course offers a top down and a bottom-up approach to link business model innovation within the circular city transition. The course is aimed at city representatives in charge of business support at local level as well as entrepreneurs willing to transform or create a circular business model.

All three courses are available upon free registration on reflow.circular.academy website.

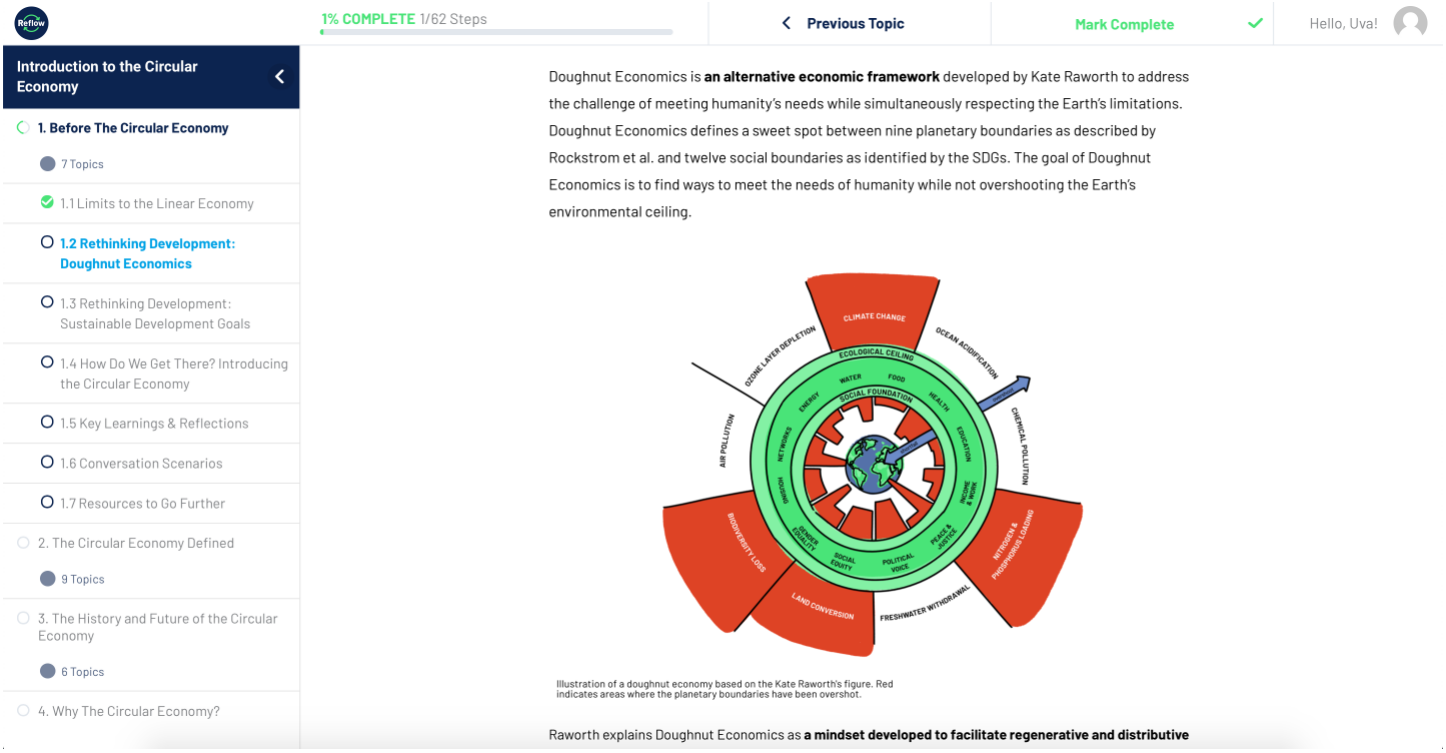

Figure 16: Overview of the Reflow Academy Elearning platform

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Podcasts

The REFLOW podcast aim to provide insights on specific topics associated with the transition to circular cities. In each episode, external experts and practitioners discuss from their perspective how circularity can be implemented in cities. The podcasts were curated in direct connection with the scope of the project and aim to deep dive into specific topics relevant for circular city transition.
Seven podcasts episodes are available on the platform.

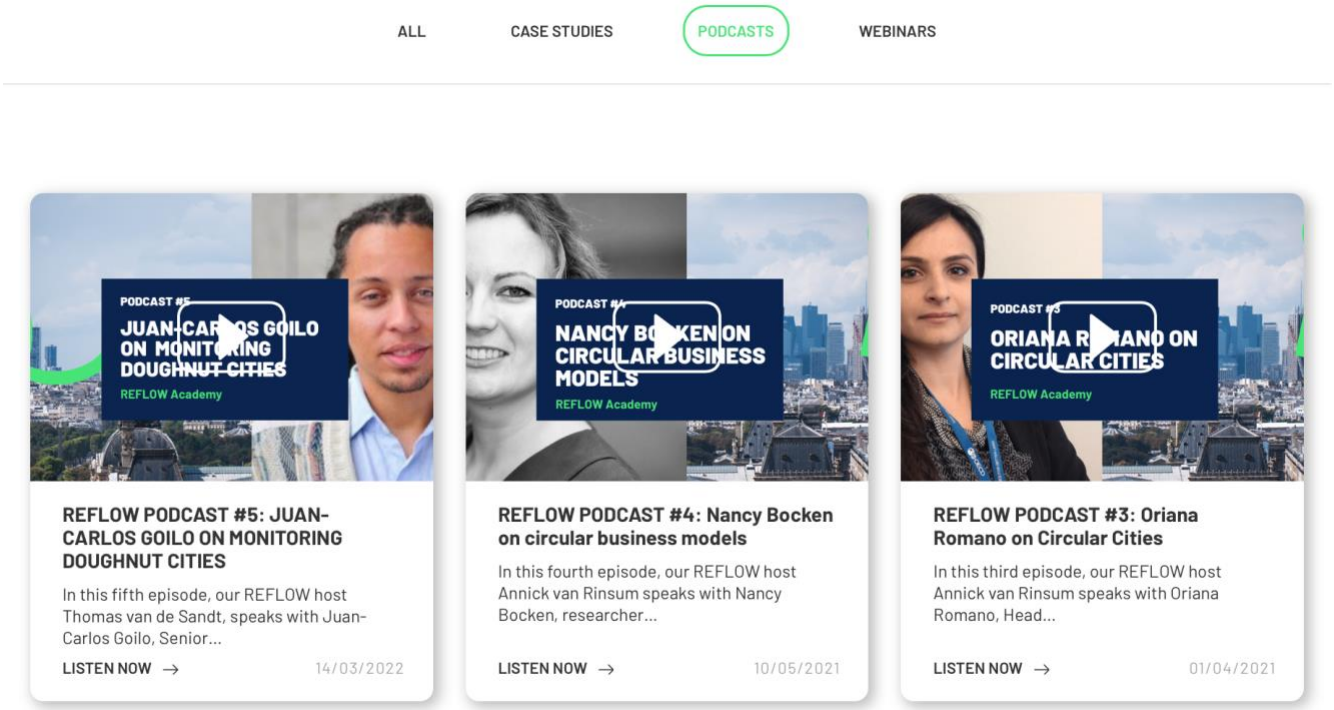

Figure 17: Reflow Podcasts

Podcasts can be accessed on https://reflowproject.eu/reflow-academy/ and directly on streaming platforms (spotify, Apple podcasts, etc..).

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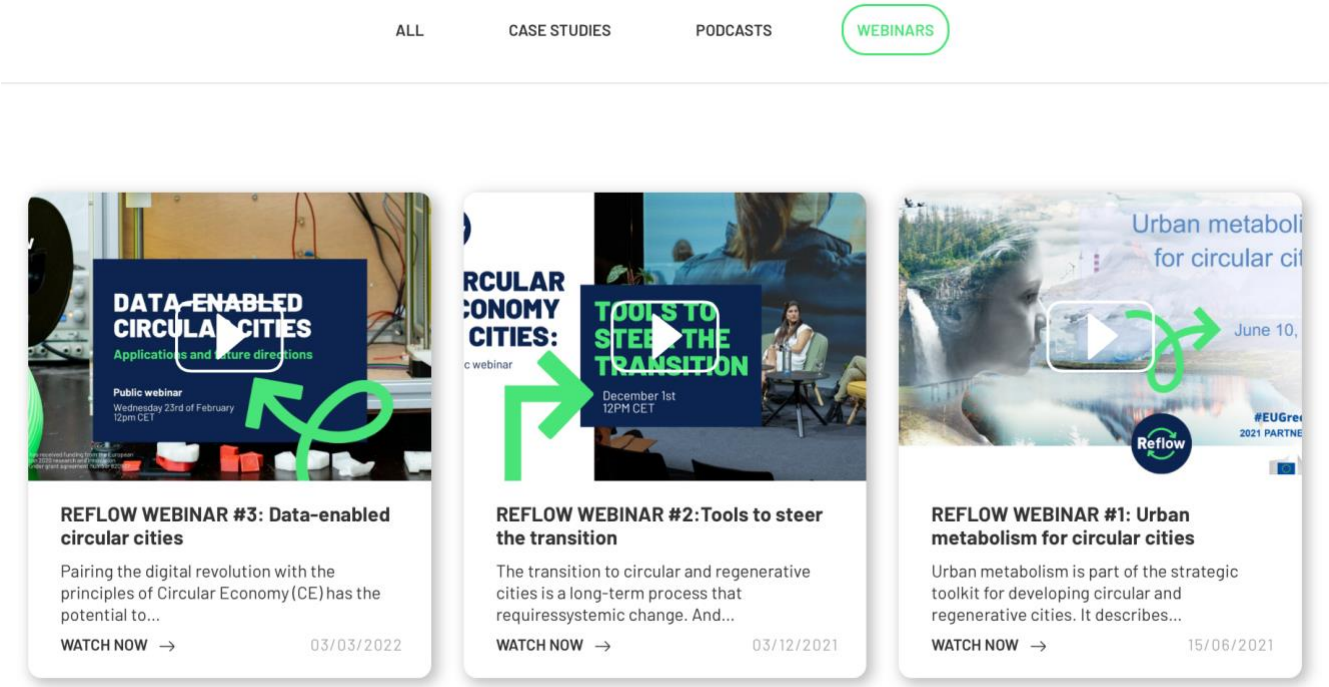
REFLOW Webinars

The REFLOW webinars aim on one hand to disseminate the learnings from the pilot initiatives on specific topics associated with the transition to circular cities, while one the other hand create a space for reflection with the intervention of speakers external to the project.
Three webinars are available on the platform.



Webinars can be accessed on https://reflowproject.eu/reflow-academy/ and directly on REFLOW YouTube channel https://www.youtube.com/channel/UC1T49i4AOcH64IpesJoSBdw

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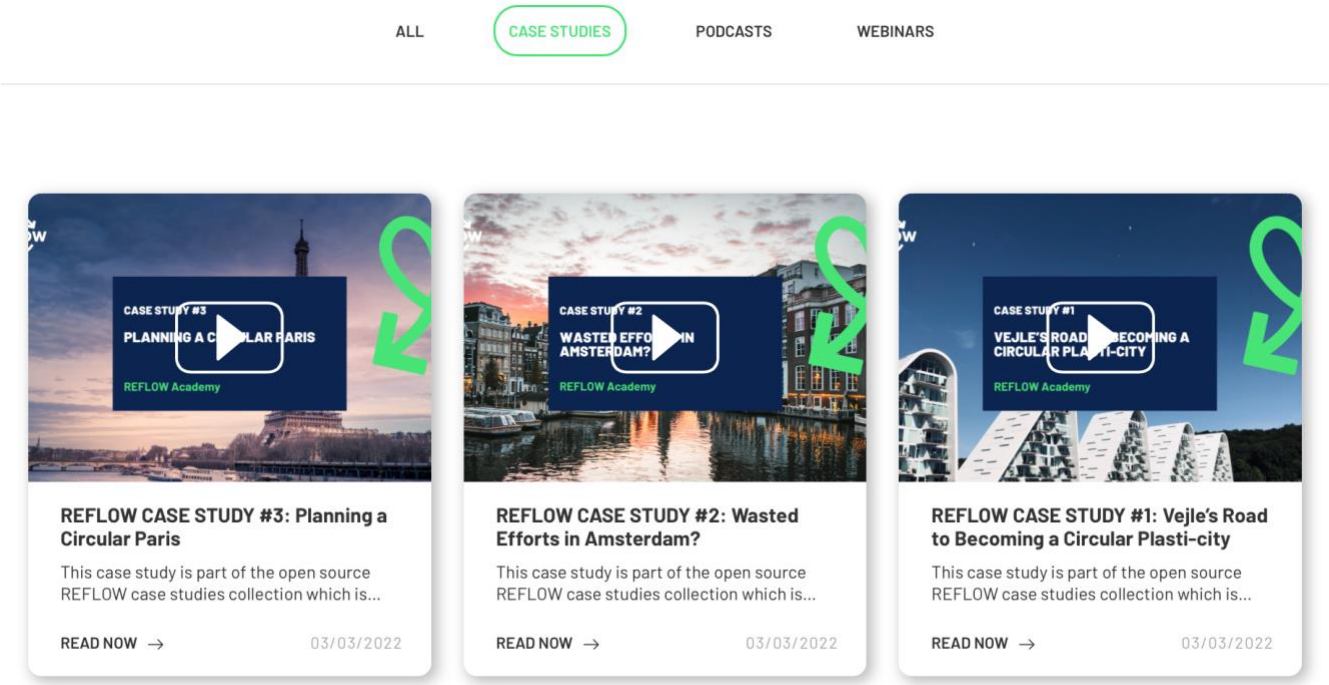
REFLOW Case studies

The REFLOW case studies collection is built upon the learnings from activities and actions taking place in the pilot cities of the REFLOW project. The case studies link practice and theory and are designed to be used as teaching material in different academic settings, as circular economy transition in cities can be addressed from different academic lenses – urban studies, consumer studies, business studies, sustainability studies...
Six case studies are available on the platform.



Case studies can be downloaded on the Reflow Academy page https://reflowproject.eu/reflow-academy/

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement number 820937.

REFLOW Masterclasses

REFLOW Masterclass #2: Business model innovation: a key enabler of a circular and regenerative economy

The Reflow Masterclasses offer a deep dive into dedicated topics relevant to the transition to circular...

LEARN NOW → 04/05/2022

REFLOW Masterclass #1: Biomaterials, a key ingredient for a circular and regenerative economy

The Reflow Masterclasses offer a deep dive into dedicated topics relevant to the transition to circular...

WATCH NOW → 13/04/2022

The Reflow Masterclasses offer a deep dive into dedicated topics relevant to the transition to circular cities. In a condensed 30 min lecture, experts provide an overview of key knowledge and insights on circular economy related topics.
Two masterclasses were produced and made available on the platform.

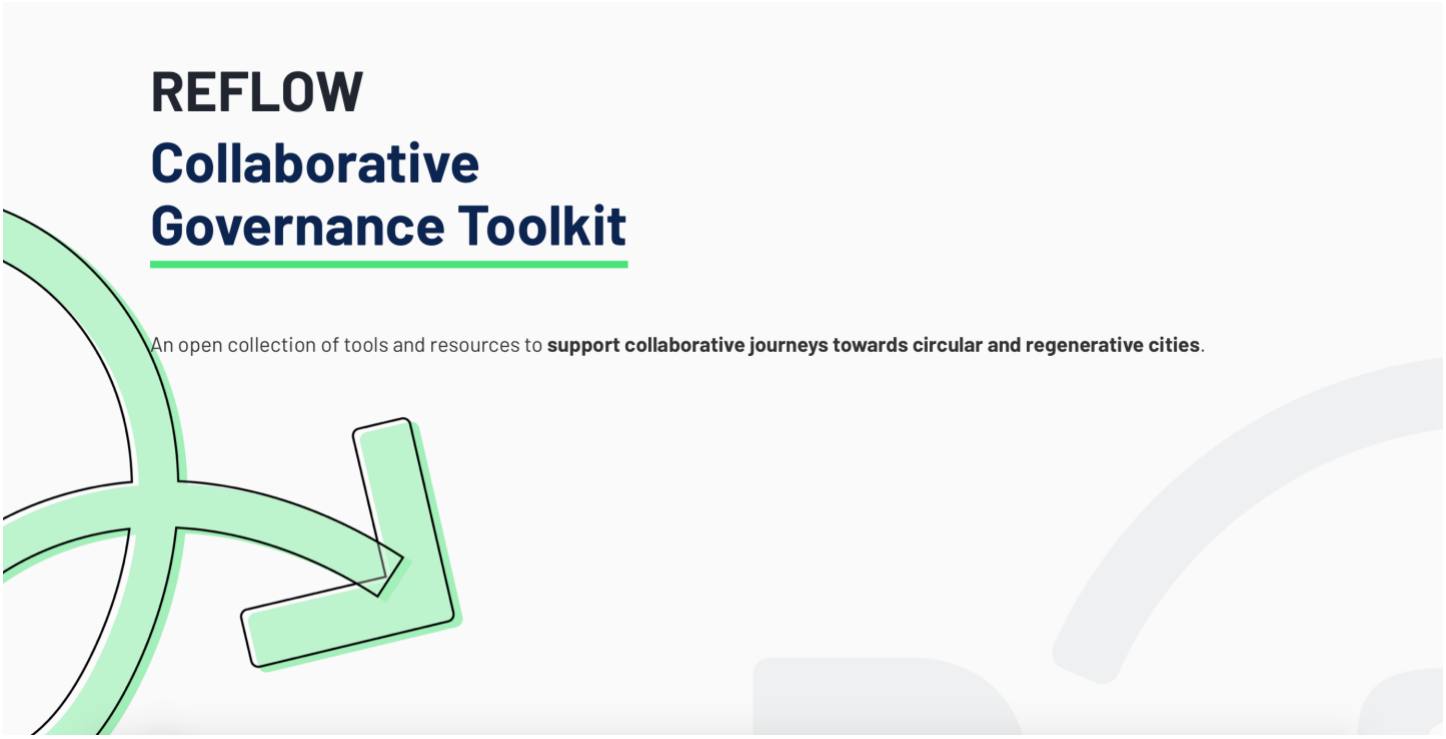
Masterclasses can be watched on the Reflow Academy page https://reflowproject.eu/reflow-academy/

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement number 820937.

4. Capacity Building Resources developed at other Work Package level

Within the different REFLOW work packages, several outcomes have been designed in order to equip REFLOW stakeholders with the right tools and methods to support their transition to circular cities. The sections below provide a brief description of these resources. For more information, refer to each deliverable associated with the outcomes.

4.1 REFLOW Collaborative Governance Toolkit



What is it?

The **REFLOW Collaborative Governance Toolkit** (**RCGT**) is a practical resource designed to support collaborative transition paths towards circular and regenerative cities. Resources and tools do not only cover governance-specific aspects such as organisational arrangements and actors' coordination, but include broader aspects, such as visioning and roadmapping, planning, urban assets management, and many more. All these tools entail different levels of complexity and articulations, highlighting that often the overall transition journey is far from being linear and that 'entry points' can vary.

Objectives

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The Toolkit adopts a portfolio logic as an approach to trigger experimentation and learning across a full-stack designed transition. The intention is to support the pilot cities (and cities beyond REFLOW) in articulating their circular action plans with a systematic perspective, defining a set of strategically connected and mutually reinforcing activities and experiments that offer the highest potential of learning, create new value and guide strategic investments.

Content

The toolkit is accessible on the following page http://governance.reflowproject.eu/

The Toolkit offers **11 tools**: some of them are strictly connected to the portfolio logic, some others are more general in scope and attempt to cover broader aspects of design and planning around governance.

1. **Circular Portrait Canvas**: designed by Circle Economy, this canvas helps assess city strategies, policies, and programmes in a holistic way, integrating environmental, social and economic, as well as local and global considerations.
2. **Circular Challenges and Opportunities**: A tool that helps collaborative brainstorming on circular challenges and opportunities, as well as their prioritization for action.
3. **Circular Mission Wave**: A tool that helps you define and visualise a mission-oriented transition to circular and regenerative cities based on a systemic and long term approach of intervention.
4. **Circular Theory of Change**: set of tools and methods to co-design and co-create circular theories of change.
5. **Circular Flows worksheet**: designed by Ideo and Ellen MacArthur Foundation**,** this worksheet helps to acquaint with the different ways of being circular.
6. **Circular Portfolio Canvas**: A visual tool that helps scaffold circular activities and experiments across different horizons of time, and to reflect on "connectivity" and "linkages" towards higher and longer term ambitions of circular and regenerative cities.
7. **Circular Experiment Canvas**: A tool that helps design the key characteristics of a circular experiment and to carry them forward into iterative cycles, towards a more detailed delivery plan.
8. **Circular Experiment Deployment Canvas**: A tool that helps defining, planning and resourcing a circular experiment towards impact.
9. **Matrix of Circular Collaboration**: A tool that facilitates coordination, matchmaking and collaboration across different circular projects and initiatives.
10. **Circular Team**: A combination of tools that support the definition of circular teams and the overall decision-making path.
11. **Mapping and Visualizing Circular Ecosystems (Kumu)**: A tool that allows dynamic mapping and visualisation of circular ecosystems, including stakeholders, individuals and circular initiatives and projects.

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4.2 Circular Academy Business Model Innovation Toolkit

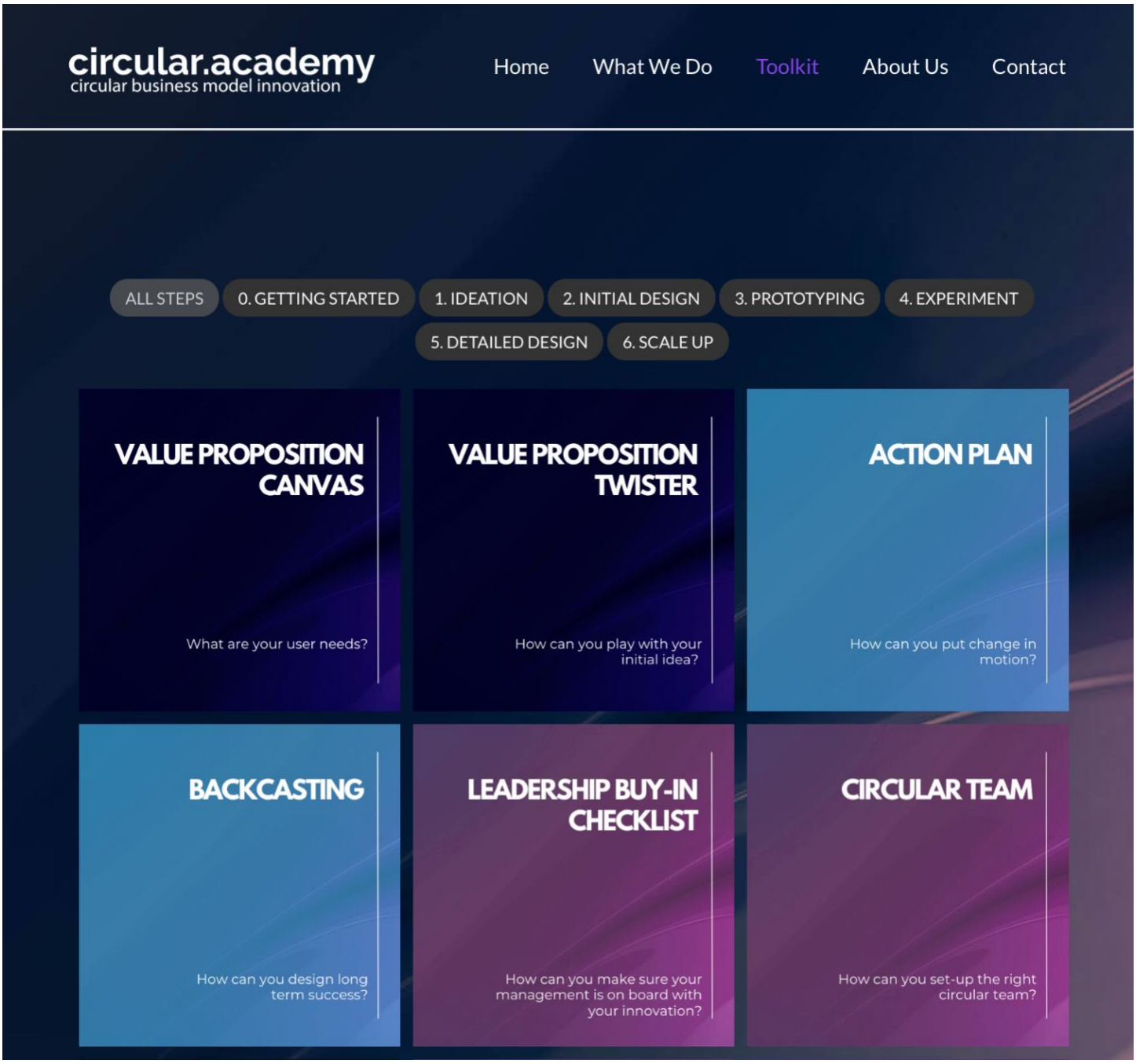

Figure 18: Circular business model innovation toolkit

What is it?

To implement circular principles at city level, Existing SMEs and start-ups at local level may need to transform or create new business models with circularity in mind. Within REFLOW, all pilot cities have been engaged in developing specific business-led solutions aiming at facilitating the circulation of

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material flows within their city boundaries. These activities are further detailed in deliverable d5.3 as well as in deliverable 7.5. In order to systematically develop business models with circularity in mind, dedicated tools and methodologies can support the business model innovation process. The Circular business model innovation toolkit (available on circular.academy website) has been used as supporting toolkit for this objective.

Objectives

The toolkit offers a step-by-step approach to ideate, prototype, experiment and validate a circular business model. For each phase, a portfolio of tools and canvases can support existing SMES or start-ups in formalising their business model.

Content

The online toolkit offers 25 dedicated tools:

- *Circular Team*
- *Leadership buy-in checklist*
- *Defining purpose*
- *Stakeholder mapping*
- *Value mapping*
- *Offering diagram*
- *Value proposition canvas*
- *Circular Customer Value Proposition Canvas*
- *Value proposition twister*
- *Circular benchmarking*
- *Business model Canvas*
- *SWOT Analysis*
- *Pestel Analysis*
- *Sustainability check*
- *Circular principles*
- *User journey map*
- *Reactor*
- *Creative Debugging*
- *Value capture experiment*
- *Value creation experiment*
- *Value delivery experiment*
- *Circular business model Canvas*
- *Action plan*
- *Backcasting*

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4.3 REFLOW Digests

What is it?

The production of deliverables are the key outcomes expected from any EU founded projects. These deliverables are often written taking a highly technical perspective, they are very dense and lengthy, and often lack attractiveness from a reader perspective. In order to further disseminate the content produced in these deliverables, REFLOW partners decided to adopt a specific knowledge transfer and dissemination strategy tailored to the content of each deliverable. Key messages are highlighted and extracted and "translated" in a more digestible format (blog post, webinar, etc..). REFLOW Digests were developed as one available option to facilitate the dissemination of the knowledge generated in the project. The Digest follows a specific format, shorter in length and focusing on the key insights from the deliverable.

Objectives

Offer readers an adapted version of key REFLOW Deliverables in a more easy-to read format to enhance dissemination.

Content

Several deliverables were chosen to be adapted in this digest format. These reports are introduced below.

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Circular principles for cities

Figure 19: Circular Principles for Cities

The report provides an overview of Circular principles guiding the implementation of circular cities. Each principle is detailed and illustrated with case studies. The report can be accessed here

Reflow Circular City Framework – Navigating The Transition to Circular Cities

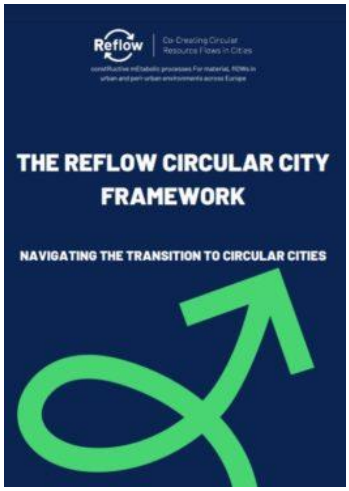

Figure 20: The REFLOW Circular City Framework

The report synthetizes the framework used by the REFLOW project. It offers an overview of the different levels of intervention one city can take when addressing circularity transformation. It is complemented with an illustrative "story" which highlights how one city - in this case, Vejle, Denmark, can start its circularity journey. The report can be accessed here

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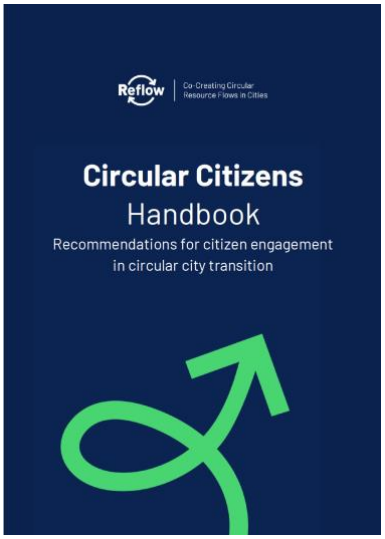
Circular Citizens handbook



The *Circular Citizens handbook* offers an overview of key recommendations based on the analysis of the activities undertaken by the six pilot cities of the REFLOW project in developing their own strategies related to citizen engagement. From these experiences, we propose six key recommendations targeting policy makers and municipalities for citizen's participation in the circular economy transition. These were drawn by considering the different dimensions of REFLOW: materials flows and tracking of data, technology and platforms, urban dimension, and network of social innovators and entrepreneurs. The handbook can be accessed on the REFLOW Knowledge hub.

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5. Replicate and scale-up: Reflow Capacity Building Toolkit

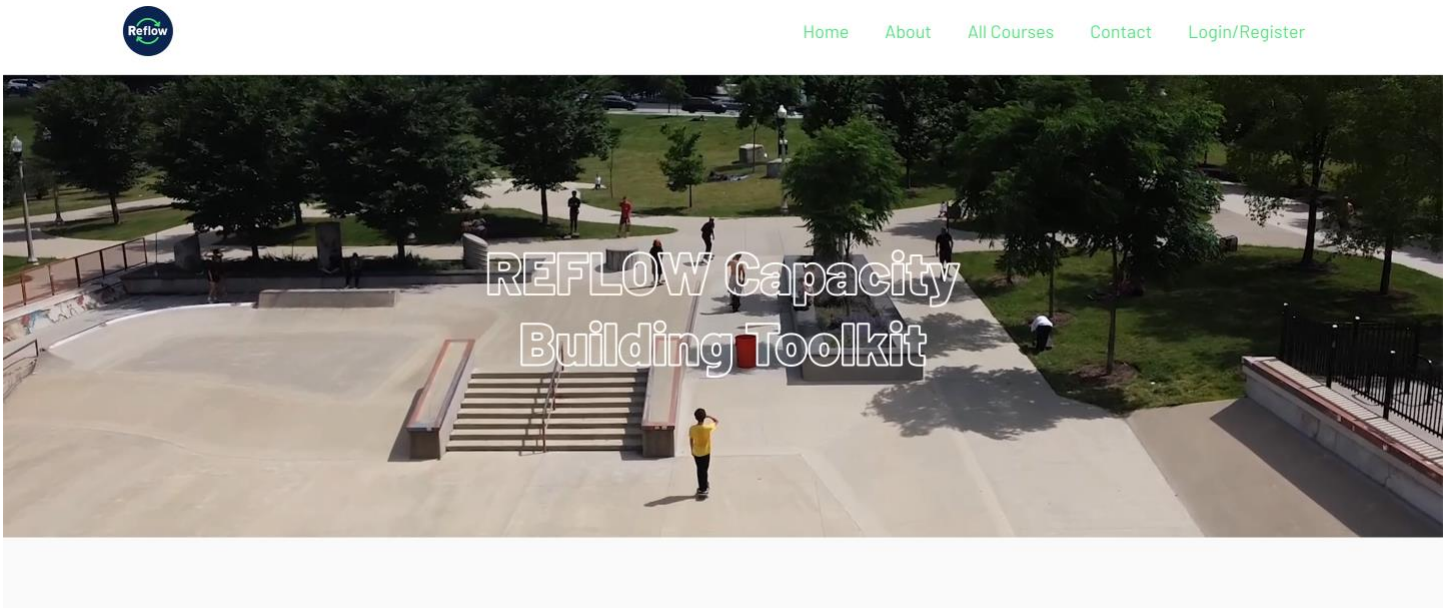

Figure 21: Homepage of the Reflow Capacity Building Toolkit

When developing a circular strategy at city level, Capacity Building is a pivotal lever that can facilitate the uptake of a circular mindset which in turn can support the development and implementation of circular city action plans. City representatives, businesses, citizens need to acquire new mindsets, skills and competences to be able to take an active part in this transition.

In the context of REFLOW, specific resources were developed to meet the needs of the 6 pilot cities involved. The resources developed at project level took a top-down approach to address specific needs highlighted by cities at the outset of the project.

Nevertheless, a general top-down approach has limitations, as new training needs may emerge locally during the implementation of activities, for which no generic centralized "training" resource is available. Thus, in order to maximise the impact of capacity building activities at local level, a bottom-up strategy is also needed to define, organise, implement and evaluate a place-based circular capacity building programme.

Consequently, the REFLOW Capacity building team decided to develop a specific toolkit to support cities in co-creating their own capacity building programme. In thjs chapter, we introduce you to the objectives and content of the toolkit, which can be accessed on the http://reflow.circular.academy website under the Resources page.

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5.1 What is this toolkit about?

The REFLOW Capacity Building Toolkit (RCBT) is a 'how to' resource supporting and sustaining the design and development of capacity building for the transition to circular and regenerative cities.
This toolkit aims to offer a set of practical resources to assist cities and their local stakeholders in developing a capacity building programme that can enable them to reach their circular economy objectives. The toolkit aims to be a useful guide for setting up a step-by-step approach to develop new skills and competences towards circular economy.

5.2 Who is it for?

The toolkit primarily aims to support the pilot cities of the REFLOW project, i.e. Amsterdam, Berlin, Cluj-Napoca, Milan, Paris and Vejle and their local partners. It is also designed to be a useful resource to any city interested in transitioning– or in any step of the transition process- to a more circular and regenerative city.

5.3 Content structuration

The toolkit was organized according to four design stages:

Understand

Assess the circularity skills of your target learners: Define your learners - evaluate their circular literacy.

Define

Explore which learning objectives you intend to work on. Address how these learning objectives are linked to specific skills and competences. Design a set of learning outcomes.

Make:

Discover and pick up the right capacity building method to meet your objectives.

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Release:

Implement your activities and monitor the impact of your capacity building programme..

For each phase, objectives, processes and tools are described.

5.4 Content description

5.4.1 Understand

Objectives of this phase

- Understand the profile of the person, group or system that needs to develop circularity skills.
- Assess what is the current level of skills and knowledge of the target groups.

Associated tools:

Learners personas: Define your target groups with an in depth approach to make sure your future learning programme fits with your learner's profiles.

Circularity Skills assessment: Assess what your learners know and do not know
Match the identified skills gap with your intended learning objectives

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5.4.2 Define

Objectives of this phase:

- Select the learning objectives of your programme
- Clarify which skills and competences to develop
- Scope the learning outcomes of your programme

Associated tools:

Learning objectives diagram: The diagram features the different skill levels that can be used to structure your learning objectives and pitch your learning offer correctly.

Circularity skills and competences canvas: This tool can support you in defining the learning outcomes intended within your circular capacity building activity. What do you expect your target group to know at this end of the activity? What skills and competences should they then master?

Learning outcomes catalogue: Discover a selection of possible learning outcomes associated with circular city transition

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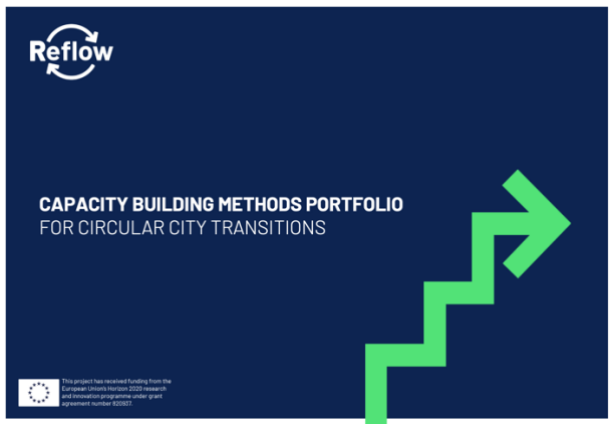
5.4.3 Make

Objectives of this phase:

- Select and implement the right capacity building method to reach your learning objectives

Associated tools:

Capacity building method deck : Discover capacity building methods that can support your transformation journey



Capacity building methods portfolio: Classify and prioritize Capacity Building methods that can support your transformation journey

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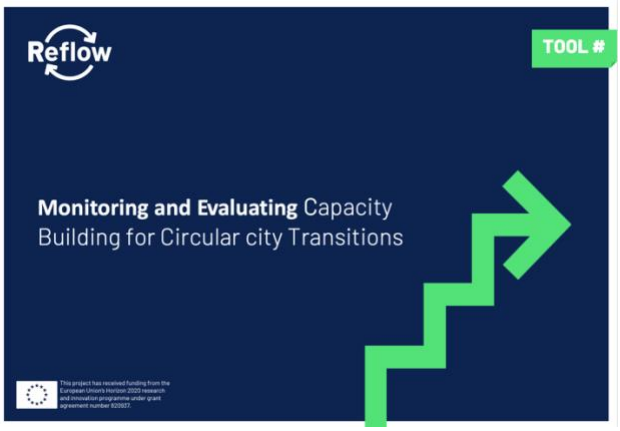
5.4.5 Release

Objectives of this phase:

- Follow up on your capacity building activities through a systematic monitoring and evaluation process

Associated tool:



Monitoring guidelines: The tool is designed to help practitioners plan how they will monitor and evaluate the capacity building programme to be implemented.

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5.4.6 Additional resources

The last section offers additional tools developed internally as well as external resources that can guide city stakeholders in developing their own capacity building programme.

Reflow Capacity Building Card deck

Reflow Community Circular Resources

Reflow Starter Kit

Circular Economy competences and curriculum development: An overview

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6. Lessons learnt and recommendations

6.1 Lessons learnt

The Reflow Capacity building toolkit deliverable introduced and described the various digital resources developed in the framework of the REFLOW project. Its purpose was to provide a set of relevant capacity building materials that can support at general level REFLOW pilot cities as well as any additional city in Europe and beyond, willing to engage in a circular transition. The resources were structured and described taking a step-by-step approach from an inspirational phase, an information and awareness phase, a connection phase as well as a get equipped phase.

While developing the various resources throughout the project duration, specific learnings emerged, which are synthetised below.

No size fits all
There is no generic recipe to develop a capacity building set of resources aiming at upskilling city stakeholders on their transition journey. Depending on the starting point of the city – from a beginner's level to a more advanced state of development - some resources will prove useful while others may miss their goal. It is therefore important to provide a portfolio of resources that may address the needs of each city depending on its own transition path position. Some cities may be at the beginning of their transition process and first of all require inspiration and best practices, learning from other cities which have already implemented successful activities. Other cities will require more hands-on tools focusing on a specific dimension (i.e.: *how to move beyond silos and develop a systemic collaborative governance structure to create synergies between different stakeholders*). The Capacity Building resources developed in the REFLOW project therefore focused on developing a portfolio of resources tackling general knowledge, while simultaneously deep diving into specific challenges and issues that may emerge at city level (i.e. *how to support businesses in their business model innovation process to offer solutions meeting city needs?*).

Beyond the content of the resources developed, a special attention has been drawn to the format of the resources. As a city transition encompasses a diversity of stakeholders, none will have the same learning profile, time and prerequisite knowledge. It has been therefore essential to support cities with various knowledge transfer methods, from short open access reports and publications to more lengthy sector specific content.

Hybrid approach combining top down and bottom-up strategies
Developing a Capacity Building set of resources should one the one hand allow to offer generic knowledge applicable to all stakeholders (rationale on the why?, overview of the How?...) while providing space for more tailored content meeting the local needs of the direct stakeholders involved. Therefore, a hybrid approach combining access to general tools and resources applicable to all, with more specific resources that can be embraced at local level seems like the most efficient way forward.

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6.2 Replication

Beyond the portfolio of tools developed by and for the direct stakeholders of the REFLOW project (work package leads & pilot cities), offering a step-by-step approach to cities willing to develop their own capacity building strategy can maximise the replication potential of the learnings developed within the project. In that respect, the REFLOW Capacity Building Toolkit introduced in chapter 5 and freely accessible on the REFLOW Academy website can provide the support needed by future cities willing to engage in a transition. The description of content developed in the project can additionally serve as an inspiration pool to be replicated at local level, from a database of existing local circular practices to a library of relevant national, regional or local reports and publications, from the development of knowledge exchange workshops to the definition of dedicated trainings on circularity in which local stakeholders can acquire the necessary knowledge, skills and competences necessary to accelerate the city transition to circular economy.

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