

**SURE**

Sustainable Development  
of Urban Regions

insights

# SURE Impact Framework





## SURE Impact Framework (Cluster 3)

- ensuring the funding priority's impact beyond the projects
- as part of transdisciplinary research
- as a tool of reflection and self-reflection
- to observe progress of the SURE projects and the SURE funding priority towards impact



# How to observe progress towards impact?

in the context of...

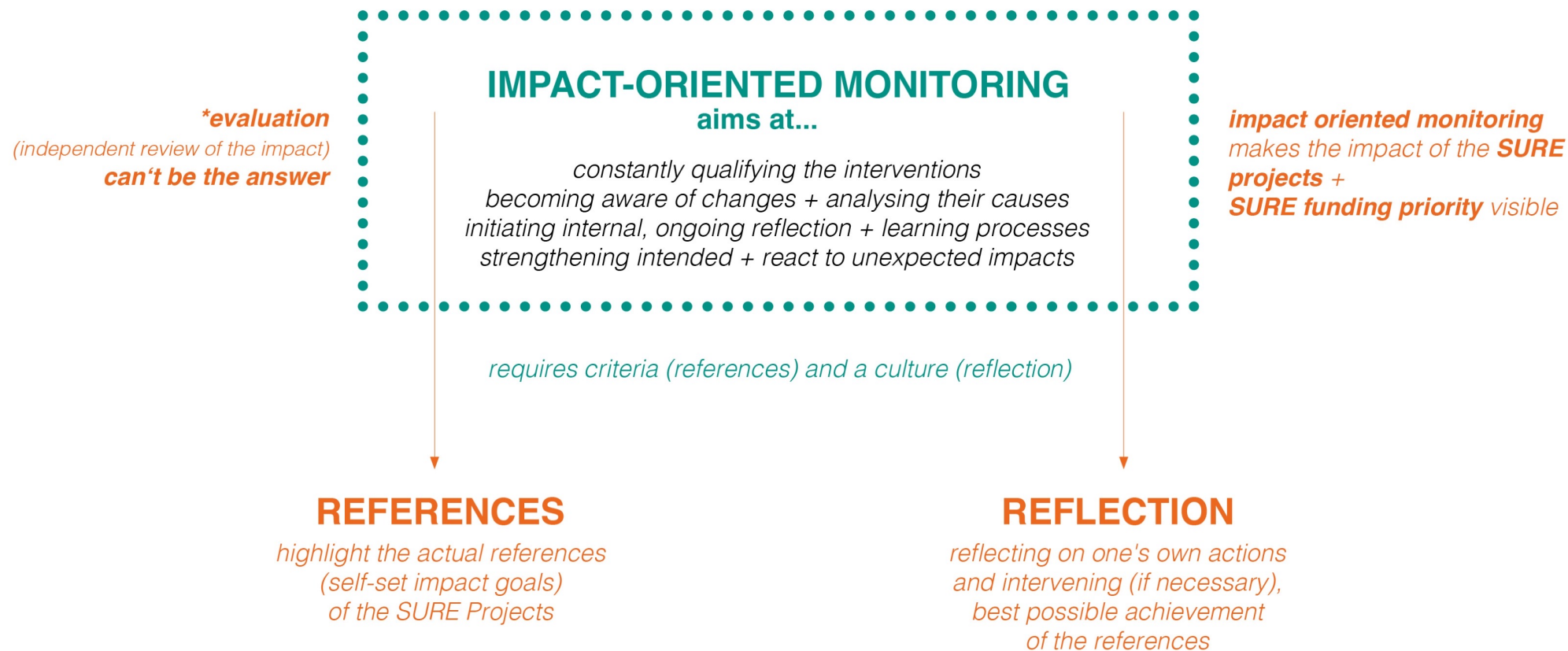
transdisciplinary  
research

diversity  
of topics

diversity of  
stakeholders

variety  
of projects

!  
complexity of  
urban  
development





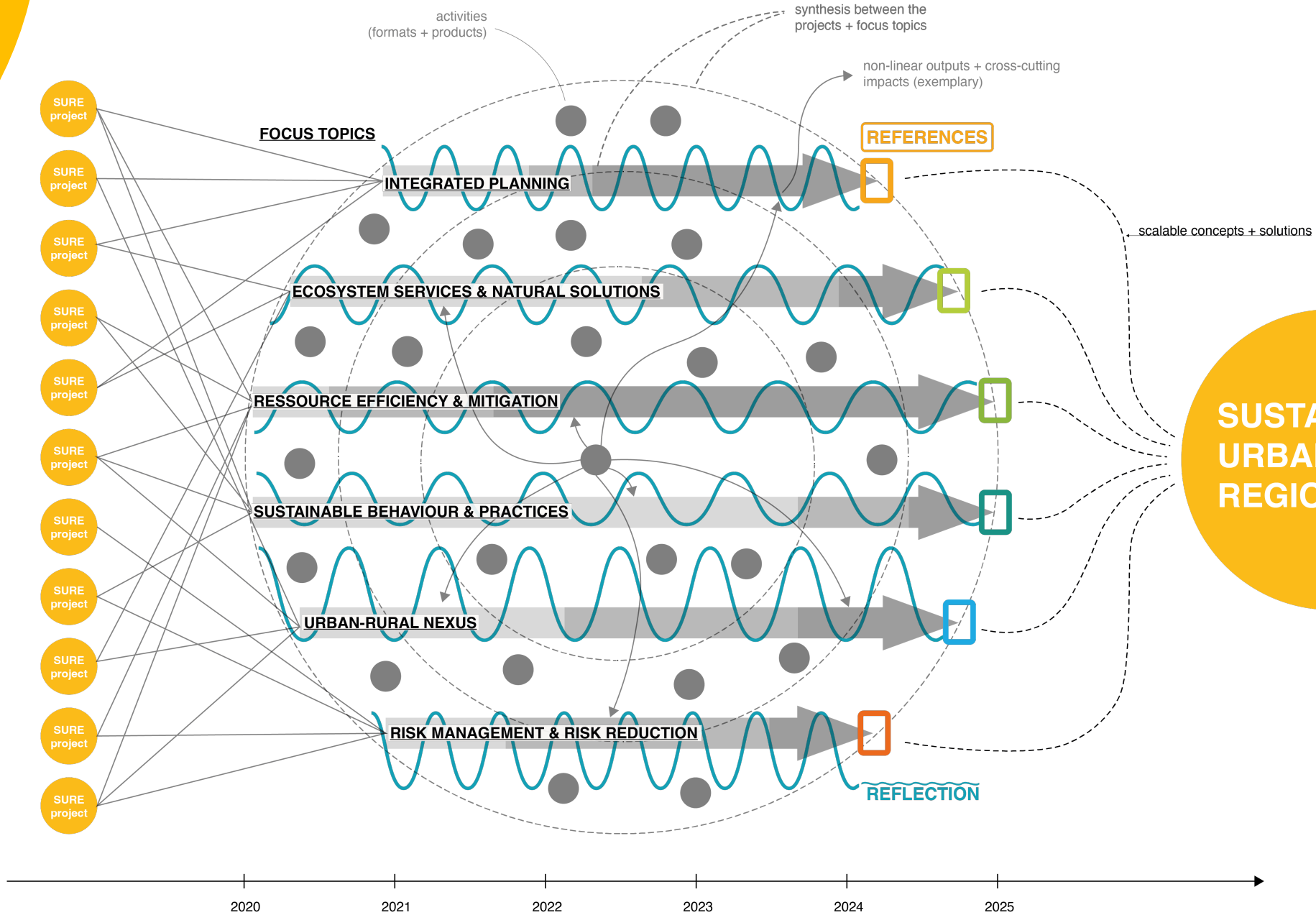
## Main Goals of the SURE Framework

### Establish and sustain urban research as a learning system

- Integration of the learning system...
  - into the SURE funding priority (*internal & overall*)
  - into the SURE projects (*internal & individual*)
  - in future programs and projects, from the beginning (*external*)

# How to integrate the leaning system?

internal & overall perspective



**SUSTAINABLE URBAN REGIONS**

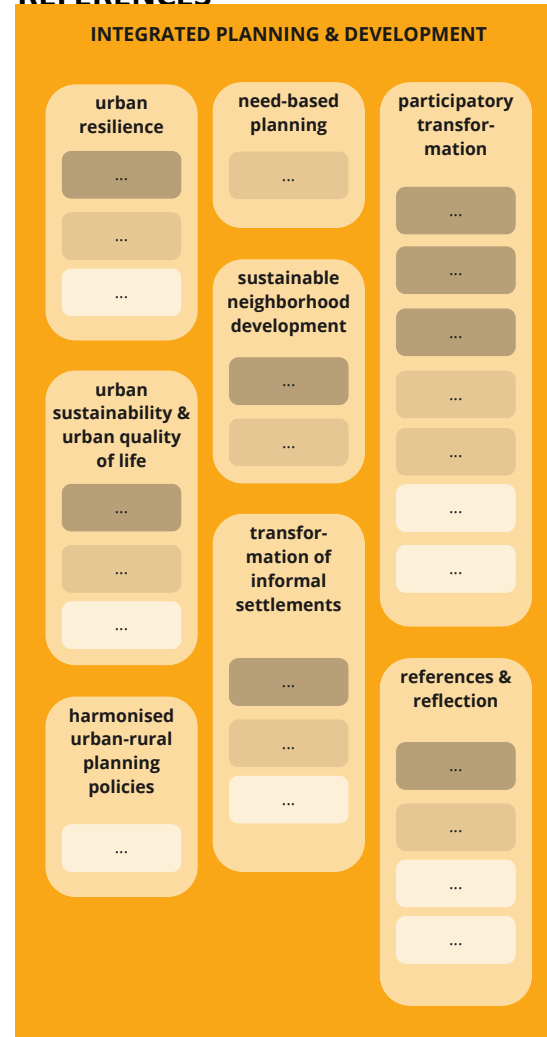


# SURE REFERENCE PICTURE overview

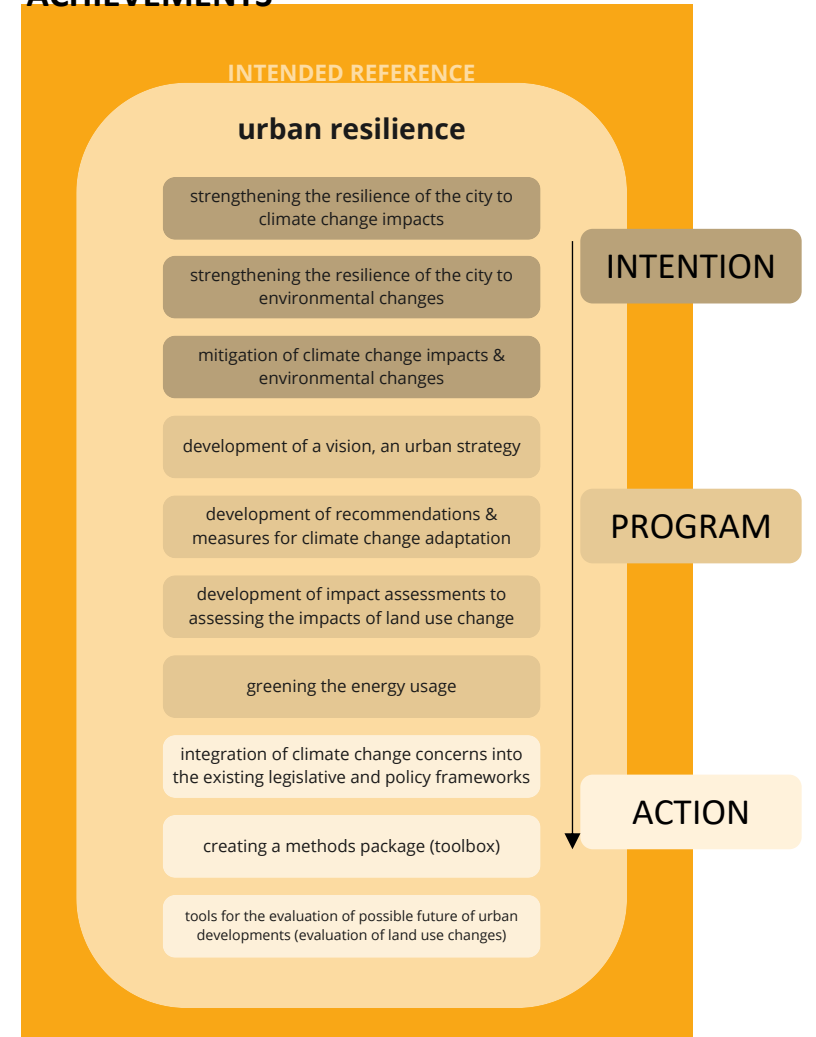
## SURE REFERENCE PICTURE



## REFERENCES



## ACHIEVEMENTS

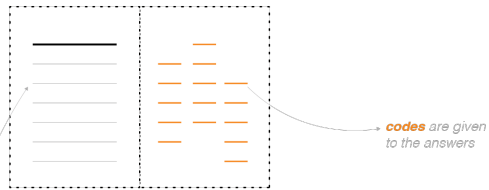


# SURE REFERENCE PICTURE development process

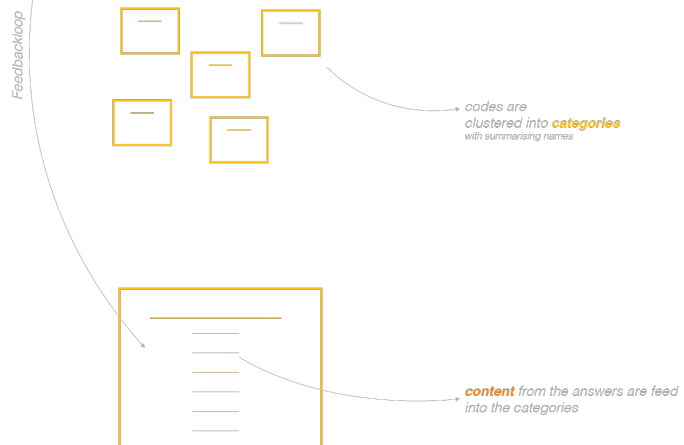
## STEP 1 questioning



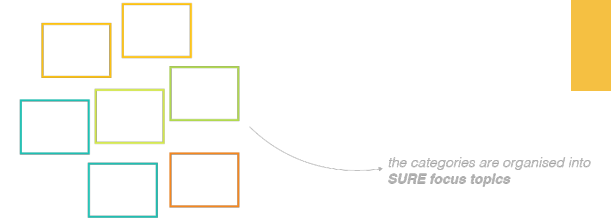
## STEP 2 coding



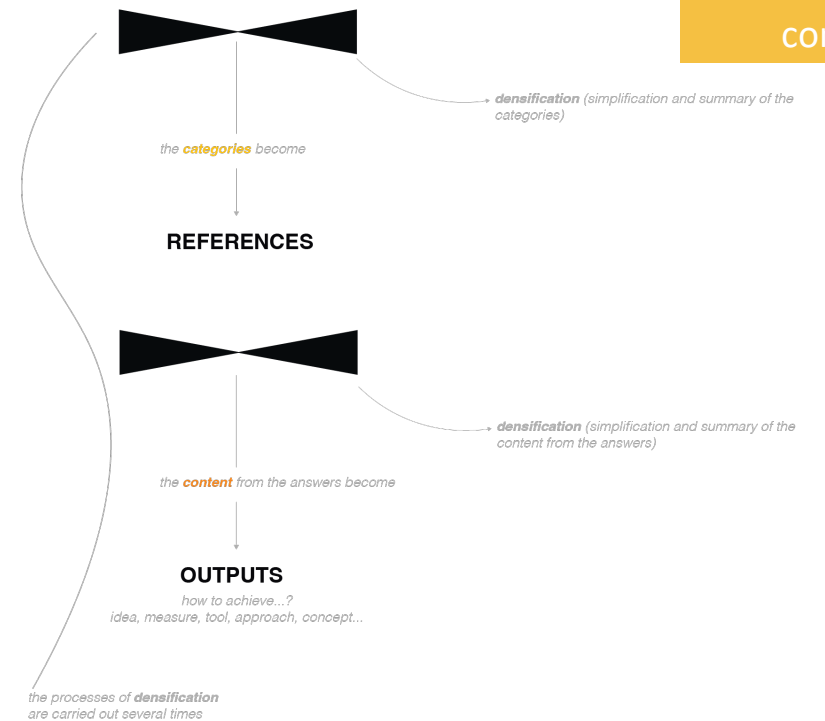
## STEP 3 clustering



## STEP 4 organizing



## STEP 5 condensing





**40**

INTENDED  
REFERENCES

PROGRAMS

**158**

*and*

**5+1**

FOCUS TOPICS

*with*

**111**

INTENTIONS

*and*

**125**

ACTIONS

## Key Findings

**Plenty:** soft focus topics such as planning processes and sustainable behavior are the key reference areas

**Increasing:** over the project duration, topics in the area of risk increase

**Few:** in the already complex environment of urban regions, it is challenging to address issues of urban-rural nexus

**Fairly little:** although mobility is closely related to the topic of behavior change, this topic is not addressed by references, or only peripherally



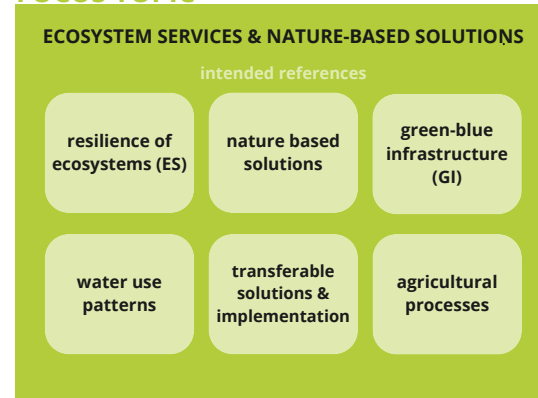


# Intended References

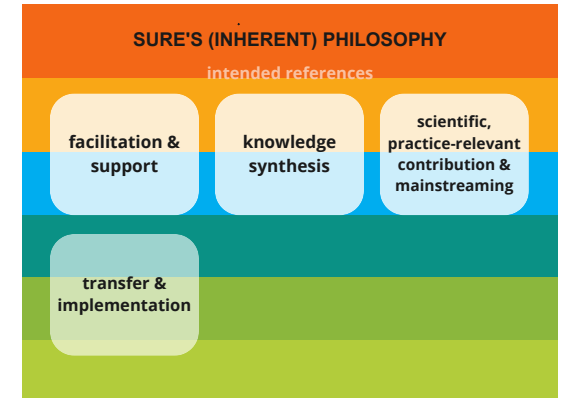
**FOCUS TOPIC**



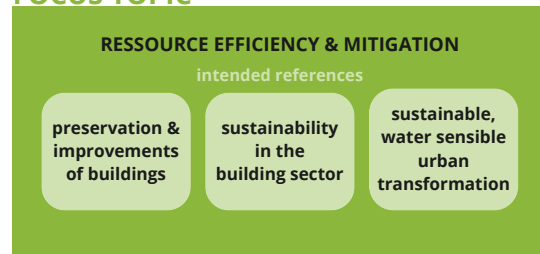
**FOCUS TOPIC**



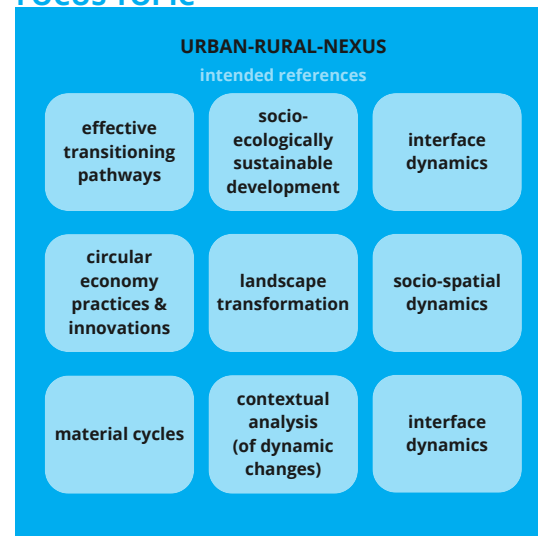
**FOCUS TOPIC**



**FOCUS TOPIC**



**FOCUS TOPIC**



**FOCUS TOPIC**



**THE SURE  
REFERENCE  
PICTURE  
IN DETAIL**

# INTEGRATED PLANNING & DEVELOPMENT

INTENDED REFERENCE

## urban resilience

- strengthening the resilience of the city to climate change impacts
- strengthening the resilience of the city to environmental changes
- mitigation of climate change impacts & environmental changes
- development of a vision, an urban strategy
- development of recommendations & measures for climate change adaptation
- development of impact assessments to assessing the impacts of land use change
- greening the energy usage
- integration of climate change concerns into the existing legislative and policy frameworks
- creating a methods package (toolbox)
- tools for the evaluation of possible future of urban developments (evaluation of land use changes)

INTENDED REFERENCE

## urban sustainability & urban quality of life

- strengthen & implement sustainability on site
- reframing urban development to being a means to mitigate climate change
- sustainable transformation management
- improved understanding of the need for integrated urban development approaches
- strengthening people-oriented approaches among local urban planning actors
- reframing cities as a carbon sink
- maintain greenhouse gas emissions stored in the building stock
- capacity building & empowerment
- development of an integrated urban development strategy for thermal comfort improvements
- development of a curriculum for university courses
- conduct a demonstration project

INTENDED REFERENCE

## harmonised urban-rural planning policies

- initiation of integrated, sustainable & inclusive transformation processes
- demonstration of added-value of local actor participation
- development of guiding principles for strategic urban-rural planning
- development of tools for strategic urban-rural planning
- development of a technical urban-rural planning governance toolkit
- conducting science-policy dialogues
- conducting capacity building workshops with local government officials

INTENDED REFERENCE

## need-based planning

- optimized planning processes
- contemporary & demand-oriented urban planning
- development of benefit distribution maps
- development of strategies & plans
- integration of recommendations into current & future strategies

INTENDED REFERENCE

## sustainable neighborhood development

- strengthening the resilience of neighborhoods & settlements
- integrated approach
- human-oriented, participatory approach
- improvement of the housing and living environment
- development & improvement of the quality of public spaces
- cooperation with local implementation partners
- establishment of living labs (with implementation partners)
- implementation of criteria for sustainable neighborhood development in regulatory frameworks

INTENDED REFERENCE

## transformation of informal settlements

- strengthening resilience, reducing social vulnerability
- risk minimization for residents
- improvement of local solutions & approaches
- upgrading and resettlement of informal settlements
- development & testing of solutions for the resettlement of vulnerable informal settlements
- development, testing & application of solutions for the upgrading of vulnerable informal settlements
- (extended) modeling of risk trends with resettlement and upgrading options
- (further) development of the urban growth model with urban morphological aspects
- researching selected best practices pilot sites & successful policies
- livelihood study adapted to multiple hazards
- application of solutions for the upgrading of vulnerable informal settlements
- application of solutions for the resettlement of vulnerable informal settlements
- application of scientific findings into policy advice
- conducting household studies

INTENDED REFERENCE

## participatory transformation

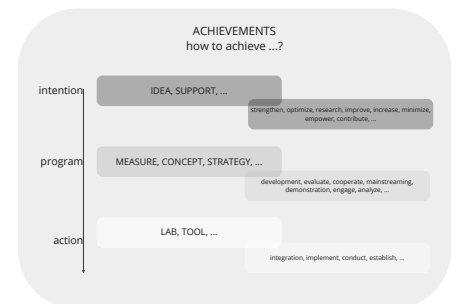
- empowerment of the local government's capacity (local level)
- strengthening citizen participation
- increased awareness of need for close cooperation with local actors
- increased awareness of need for practice- and implementation-orientation
- investigate the modus operandi of planning
- demonstration of added-value of strategic, participatory future-oriented planning as an effective policy tool
- demonstration of benefits of participation in the development of new planning tools
- demonstration of economic potential of integrative planning
- development of a conceptual framework for inclusive transformation processes
- development of an implementation plan of concrete pilot projects & interventions
- development of integrated implementation strategies
- adaption of the Raumbild-planning approach
- development of interdisciplinary conceptual tools
- engagement of practitioners, decision-makers and local stakeholders
- development of integrated, participative transformation scenarios
- development of a joint vision
- support the formation of networks and coalitions by front-runners from the sustainable building sector
- establishment of participative planning platforms
- concept & implementation of a public exhibition on the regional development vision
- conducting a system analysis
- conducting participatory workshops
- establishment of living labs
- establish a joint learning system

INTENDED REFERENCE

## references & reflection

- fostering self reflection
- learning from experiences & generate implementation potential
- elaboration of references
- highlight the intended impact of the funding priority
- validation of findings & results
- development of a model for impact monitoring
- development of a reference & reflection framework
- establishing a culture of reflection
- tools for reflection
- project specific impact frameworks
- present the intended impact in holistic manner
- reference picture for the SURE funding priority
- project specific reference pictures
- applying tools of reflection in the SURE context

## FOR YOUR INFORMATION





## ECOSYSTEM SERVICES & NATURE-BASED SOLUTIONS

### INTENDED REFERENCE

#### resilience of ecosystems (ES)

- expansion & qualification of systems for climate change adaptation
- protection & improvement of urban ES
- protection, improvement & increase/enhancement of urban ES & their ES services provided
- contribution to the improvement of air quality
- improving the understanding for ecological challenges
- identification of barriers & opportunities for potential hybrid & ES-based solutions
- recording & evaluation of individual ES services
- preparation of impact assessments for the evaluation of heat adaption measures
- preparation of impact assessments for the evaluation of air quality
- development of ecosystem performance standards for urban subareas
- identification of synergies and trade-offs between single ES services
- development of ES specific indicators
- compilation of established methods for the assessment and evaluation of ES & supplementation with innovative assessment and evaluation approaches
- analysis of case studies at district and sub-district level (focus ES)
- implementation of ecosystem service concepts in green infrastructure planning
- integration of ecosystem-based approaches into flood risk management
- GIS based approach for integrated & spatial ecosystem service assessment of land use options
- development of a GIS based toolbox for spatially explicit assessment of multiple ES

### INTENDED REFERENCE

#### nature based solutions

- strengthening resilience through nature-based solutions
- increased understanding of potential impacts of nature-based solutions
- air quality improvement
- adoption & implementation of measures & policy recommendations for the expansion of nature-based solutions
- development of nature-based solutions for climate adaption
- creation of scenarios of future urban developments
- establishment of labs as a place for information & exchange
- implementation of an exhibition with multimedia & digital elements
- implementation of events for the exchange of experience & knowledge
- elaboration of target group specific education & information materials

### INTENDED REFERENCE

#### green-blue infrastructure (GI)

- understanding practical GI planning conditions
- enhancement of existig GI and enable local planners
- understanding practical GI planning conditions
- analysis of current spatially explicit GI planning goals, challenges & barriers
- support of local decision makers
- integration of ecosystem services in all planning phases
- adoption & implementation of measures & policy recommendations for green-blue infrastructure development
- implementation of ES service concepts in green infrastructure planning
- use, planning, implementation of green-blue infrastructure
- development of a method package for spatial planning of green infrastructure
- application of scenarios for the spatial planning of green infrastructure
- GIS-based toolbox for spatial planning of green infrastructure
- development of manuals & tutorials for spatial planning of green infrastructure
- implementation of master plans at sub-district level
- conducting an exhibition with multimedia & digital elements
- elaboration of target group specific education & information materials
- establishment of labs as a place for information & exchange
- assessing the impact of different pathways of possible future urban development
- supporting further development of GI planning conditions through a toolbox application

### INTENDED REFERENCE

#### water use patterns

- understanding local capacities for the construction of infrastructures
- understanding the local context for example existing wetlands and - solutions
- evaluation of urban development dynamics
- analysis of water use patterns & water-related vulnerabilities
- identification of possible hybrid and nature-based solution
- development of tools for analysis
- conducting living labs
- development of a guideline for hybrid and nature-based solution

### INTENDED REFERENCE

#### transferable solutions & implementation

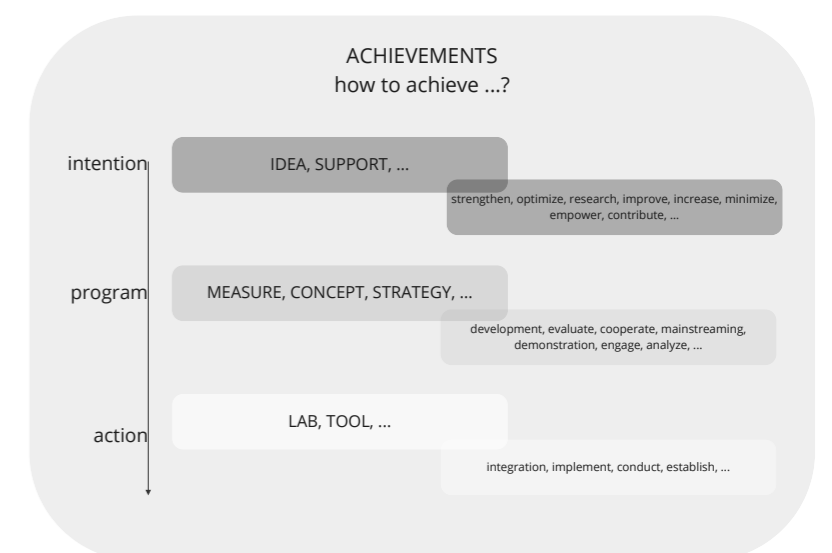
- fostering solutions for the preservation of resources
- ensuring the implementation of innovative, transferable solutions

### INTENDED REFERENCE

#### agricultural processes

- integration of circular economy, nature-based solutions & integrative planning
- development of approaches to circular economy pathways of nutritional & waste products
- development of scalable utilization concepts to enhance material & nutrient circulation
- development of guidelines for nature-based & multi-functional farming
- development of guidelines for scalable, feasible & environmentally sound agriculture practices

## FOR YOUR INFORMATION



## RESSOURCE EFFICIENCY & MITIGATION

### INTENDED REFERENCE

#### preservation & improvements of buildings

- maintaining existing usages
- preservation of traditional buildings
- preservation of buildings by maintaining their uses
- indoor comfort improvements
- relieving vernacular houses of climatic pressure
- relieving traditional houses of development pressure
- limiting use of primary energy
- bridging past & future in the process of urban development
- maintainance of heritage value in hot & humid climate
- empowerment of academics
- limiting of (monetary) cost
- strategies for old, wooden, residential houses
- integrated urban development strategy (thermal comfort improvements)
- development & improvement of natural (building) materials
- integrated urban development strategy for indoor comfort improvements
- evaluation of hypothetical impacts of a set of recommended solutions to improve thermal comfort
- design & implementation of integrated, economically sustainable solutions
- establishment of a basic model for the evaluation of thermal & indoor comfort

### INTENDED REFERENCE

#### sustainability in the building sector (new construction)

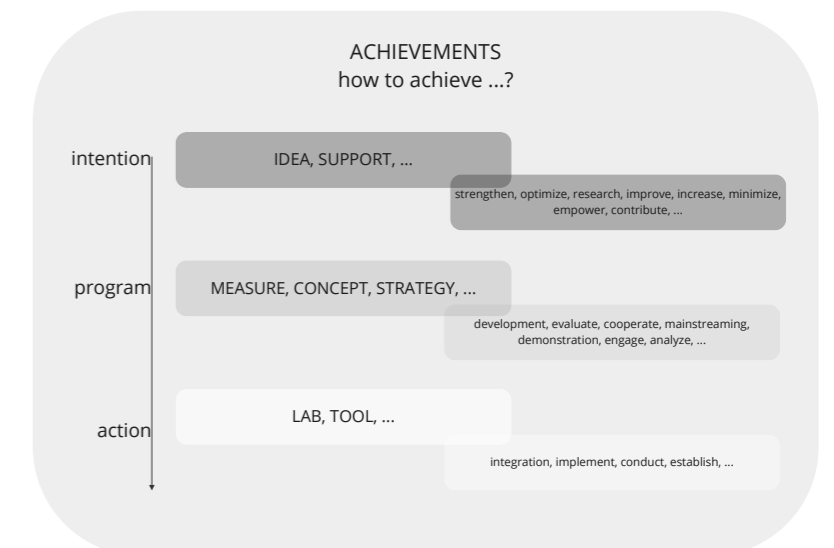
- construction of sustainable buildings
- transdisciplinary co-production of knowledge
- understanding of prevailing niche and regime characteristics in the context of the building sector
- coalitions through front-runners from the building sector
- development of a transition agenda
- development of a transition governance approach
- development of guidelines and certificates for green building as contributions to political processes
- identification of front runners
- implementation of a sustainable building roadmap
- solid cooperation with local stakeholders
- development of technical engineering criteria
- conducting sustainable building arena
- conducting sustainable building incubator

### INTENDED REFERENCE

#### sustainable, water sensible urban transformation

- polycentric approaches to urban water management
- mitigation of hazards strengthened by climate change
- systematic, water-sensible urban transformation
- management of urban water resources
- polycentral management
- resolve environmental-economic conflicts (e.g. water-settlement relation)
- improvement of water-related services of public interest
- reducing pressure on urban water resources
- development of visions, urban mission statements & scenarios
- rating of the relationship between water & urban development dynamics
- analysis of water use patterns
- analysis of water-related vulnerabilities
- concepts for a water-sensitive & resilient urban development
- development of new multi-stakeholder cooperation structures
- development of a practice-oriented research network (polycentral management of urban water resources)
- development of a new regulatory-political environment
- tools & instruments for future-oriented strategic urban planning
- implementation of strategic pilot projects
- implementation of living labs

## FOR YOUR INFORMATION



## SUSTAINABLE BEHAVIOR & PRACTICES

### INTENDED REFERENCE

#### awareness of challenges & increased will to act sustainably

- involvement of stakeholders on site
- identification of pioneers of sustainable lifestyles on site (role model function)
- establishing sustainability as a positive goal
- prioritize overarching goals over individual wishes
- understanding concept "quality of life"
- raised awareness
- identification of pioneers for sustainable lifestyles
- contribution to an evidences-based general understanding of risks
- contribution to an evidences-based general understanding of potentials towards a sustainable future
- generating learning and experimentation space
- bringing public transport in the urban contexts (e.g. shuttle service) on the agenda
- increased and systematized exploration of own actions in the context of sustainable urban development
- focus on new consumers
- involvement of residents in the process
- inclusion of students in the process
- conduct an exhibition "pioneers for sustainable lifestyles"
- dialogue-oriented / awareness campaign
- survey to understand better, factors influencing perceived quality of life
- establish positive, sustainable status symbols
- development of credible models

### INTENDED REFERENCE

#### urban data infrastructure

- support of planners, authorities & political decision makers
- efficient knowledge & communication management
- development of an innovative digital infrastructure
- tool for participatory negotiation processes with extensive participation groups
- modular toolbox including tools, processes, activities & services
- product & result repository (toolbox)
- project synthesizer (toolbox)
- project scope (toolbox)
- project database (toolbox)

### INTENDED REFERENCE

#### changing practices in the building sector

- rethinking & redefining of (cultural) value - in the context of the local climate
- integrated & economically sustainable solutions
- improvement of indoor comfort, including thermal aspects & air quality
- locally adaptable solutions
- establishing a warning system for "non-sustainable" behavior
- sinus mileus-inspired (-method approach) research/study
- provision better isolated houses to save electricity

### INTENDED REFERENCE

#### water sensible behavior & action

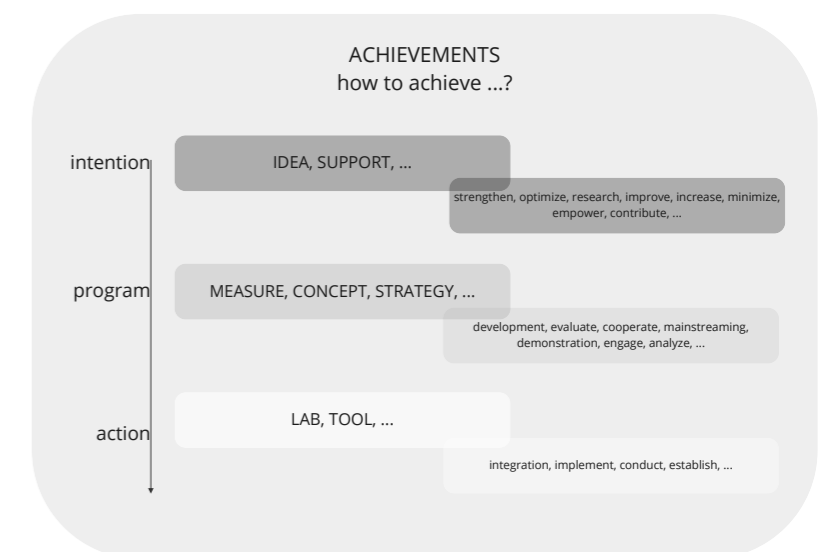
- sustainable & practice-oriented capacity building

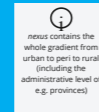
### INTENDED REFERENCE

#### increasing the social resilience

- qualification & extension of knowledge on climate change adaptation
- increased understanding of ecological challenges

## FOR YOUR INFORMATION





nexus contains the whole gradient from urban to peri to rural (including the administrative level of e.g. provinces)

# URBAN-RURAL-NEXUS

## INTENDED REFERENCE

### effective transitioning pathways

- development of locally specific integrative transformation scenarios
- development of local innovation guidelines
- development of guidelines for nature-based & multi-functional farming

## INTENDED REFERENCE

### socio-ecologically sustainable development

- strengthening academic learning partnership
- development of regional guiding strategy
- development of a conceptual framework for structuring inclusive transformation processes

## INTENDED REFERENCE

### interface dynamics

- evidences-based general understanding of urban-rural linkages
- identification of sustainable risks & transformation potentials
- demonstration of risks & opportunities related to social inclusion
- demonstration of innovations, economic opportunities & risks emerging
- capacitate local governments in integrated resilience building
- fostering strategic, actor-oriented scenario & implementation planning
- identification of sustainable risks & transformation potentials (Build Back Better)
- development of a framework for structuring inclusive transformation processes
- conducting an evidence- based analysis of ecological risks & potentials

## INTENDED REFERENCE

### circular economy practices & innovations

- demonstration of economic potential
- awareness of the innovation potential of local and regional enterprises

## INTENDED REFERENCE

### landscape transformation

- decoding of spatial typologies & scenarios
- mapping spatial constellations & their transformative dynamics (atlas)

## INTENDED REFERENCE

### socio-spatial dynamics

- analysis of relevant socio mobility patterns & exclusion risks
- analysis of multi-scalar, actor-based socio-spatial practices

## INTENDED REFERENCE

### material cycles

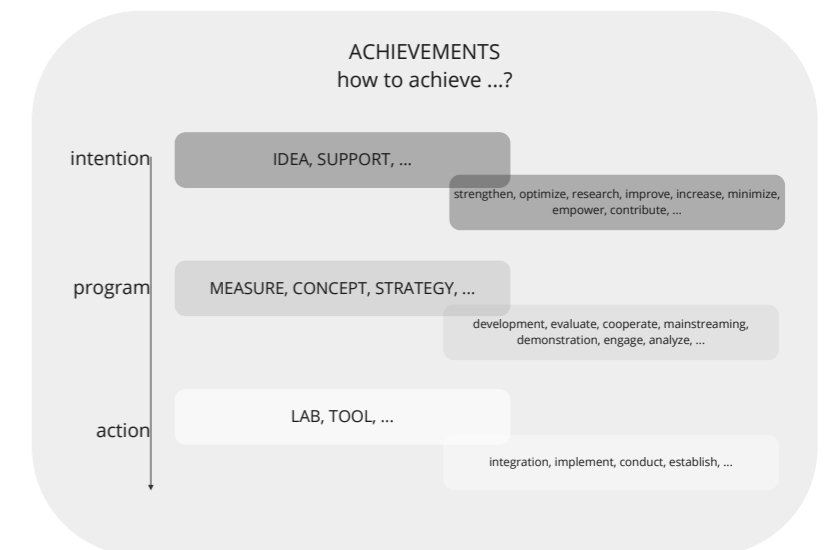
- approaches to circular economy pathways of nutritional & waste products
- maps of transformation tendencies & risks of ecosystems
- development of an integrative GIS tool

## INTENDED REFERENCE

### contextual analysis (of dynamic changes)

- baseline studies
- spatial mapping

## FOR YOUR INFORMATION





# RISK MANAGEMENT & RISK REDUCTION

INTENDED REFERENCE

## disaster prevention & mitigation

- risk management through spatial planning
- pointing out risks
- linking risk governance & spatial planning
- mainstreaming into disaster management regulations & practices
- mainstreaming into planning processes
- modeling risk trends
- development & testing of disaster management approaches
- addressing disaster risk through spatial planning for settlements that are most affected and least equipped with the formal system of risk mitigation planning & governance mechanisms
- technology & knowledge transfer to learners and decision-makers, training & practice of the future generation
- supporting decision making on the level of pilot sites
- supporting decision making on the level of policy making
- implementation of living labs
- implementation of a PhD program
- implementation of training courses

INTENDED REFERENCE

## flood & disaster risk reduction & risk transfer

- identification of risk reduction, risk transfer, adaption on demands & solutions
- optimized strategies, plans & planning processes
- development of a multi criteria evaluation catalogue
- definition of an enabling environment for risk transfer solutions
- implementation of risk transfer solutions
- utilization of a portfolio of potential risk reduction options, adaptation measures & risk transfer solutions
- integration of recommendations into current & future strategies
- conducting regional best-practice workshops
- conducting workshops on risk transfer solutions
- implementation of public & private insurance initiatives
- conducting geodata analysis, earth observation, risk & vulnerability assessment
- conducting risk preparedness workshops
- risk profiles

INTENDED REFERENCE

## flood risk management

- analysis & simulation of future flood risk
- developing impact-based flood risk maps (infrastructure assets & natural systems)
- developing distribution maps on advance urban planning & disaster risk management
- develop cost-benefit rankings for different adaption measures
- sensitising decision-makers for natural risks
- student research projects on topics of flood risk management
- development of guidelines
- implementation of adaption measures into future development strategies & plans
- integrated measures into legislative & policy frameworks
- conducting regional best-practice workshops
- tool for cost-benefit analysis of measures
- risk preparedness workshops
- water-risk-check-tool

INTENDED REFERENCE

## disaster preparedness & response

- strengthening the resilience of the civil society
- provision of knowledge
- inclusive, cultural sensitive risk prevention programmes for civil society
- involvement of volunteers
- analysis of the use of digital media & apps for disaster response & preparedness
- conception of operational precautions for economics
- business-continuity-strategies
- development of educational preparedness programmes

INTENDED REFERENCE

## build-back-better strategies

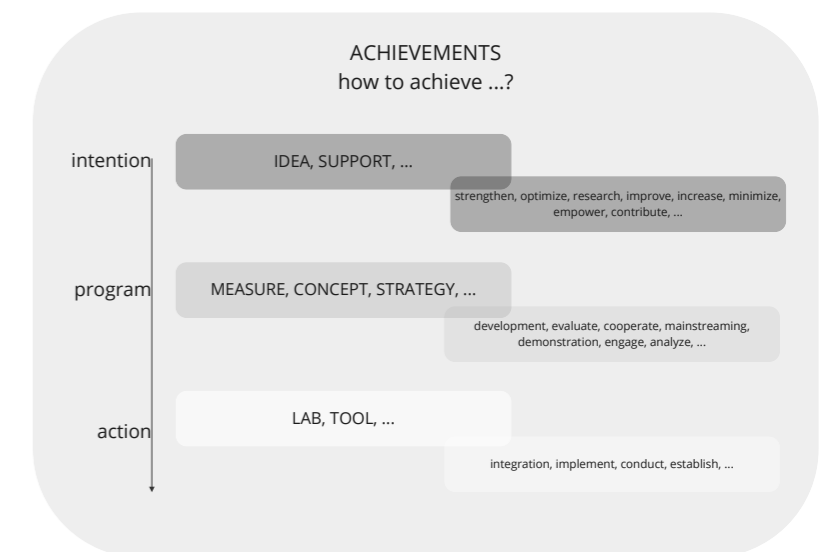
- fostering lessons learned from past disasters (Covid-19)
- identification of formal & informal networks before & after covid
- establishment of an exchange platform of future-oriented, sustainable "build back better" strategies
- concepts for implementation

INTENDED REFERENCE

## flood risk information

- cultivate long term partnerships
- integration of climate change effects & anthropogenic changes
- risk information system (tool)
- tool to discuss planning & future scenarios
- meta-database on risks
- highlighting infrastructure assets & natural systems (i.e. ecosystems) most at risk

## FOR YOUR INFORMATION



# SURE'S (INHERENT) PHILOSOPHY

## INTENDED REFERENCE

### facilitation & support

- support of partners & projects to increase the intended impacts
- capacity development, building & knowledge exchange
- highlight synergies between projects and facilitate collaboration

support in identifying *Unknown Knowns* (the knowledge lying dormant in projects) + using them for the further development of the projects

support in identifying *Known Unknowns* (the open questions and problems) + using them for the further development of the projects

mainstreaming scientific knowledge into capacity building

stakeholder cooperation

education & capacity building measures

creation of visibility through: homepage, newsletters, social media, SURExChange, SURE Solutions

establishment of impact framework, defined together with the projects as an instrument of support & progress advice, allows them operationalise & optimise the SURE project's potential impact

establishment of a collaboration platform

initiating a community of practice

## INTENDED REFERENCE

### transfer & implementation

improve the visibility of impact & results

transfer of methods

make impact of the results visible

identification of transferable solutions

highlight effective solutions, transfer in other contexts

alignment & impact transfer between SURE & the international level

analysis of transfer & implementation effects

transfer of knowledge & methods into planning practice

(faster) development of solutions & their implementation & preservation of resources

synthesis research & synergy development / identification

complete the activities & ensure the implementation of innovative, transferable solutions

identification & representation of the current state of research

carry out a comparison and impact transfer between SURE funding priority and international level

analyse depth of implementation and sustainability of results

carry out an impact analysis

add a further level to the reference & reflection framework

## INTENDED REFERENCE

### knowledge synthesis

contribution to scientific body of knowledge on urban sustainable research

contribution to transdisciplinary knowledge synthesis

create a contribution to urban research

content comparison/analysis/synthesis

overview of solutions & innovations

identification of future development trends or scientific issues

identification of innovation & development topics

support of the dissemination of the results

creating an overview of solutions & innovations

development of self-reflection tools

establishing a virtual thinking space

scientific publications, guidelines & handbooks

comprehensive publication (SURE Solutions)

modeling of future challenges & arising topics

decision making support tool "what to solve?"

## INTENDED REFERENCE

### scientific, practice-relevant contribution & mainstreaming

enabling a transfer into practice

science diplomacy

interculturality

interdisciplinarity & transdisciplinarity

elaboration of problems & questions (addressed in the future)

enabling a dialogue between science & practice

contribution to the debate on strategic, interdisciplinary, transdisciplinary & spatially integrated planning

identification of the current state of research

contribution to the debate on strategic, interdisciplinary, transdisciplinary & spatially integrated planning

foster an atmosphere of mutual trust for joint collaborations

highlight effective solutions, transfer in other contexts

identification of further research topics that are essential to be effective in this field

conducting events for the exchange of experience & knowledge

communication of scientific innovation outputs (scientific dissemination)

informing urban decision making

provide a scientific and practice-relevant contribution of its own

providing input for scientific discussion

measuring the transfer and implementation effects

development of impact analysis

monitor the ongoing research program

elaboration of problems and questions to be addressed in the future

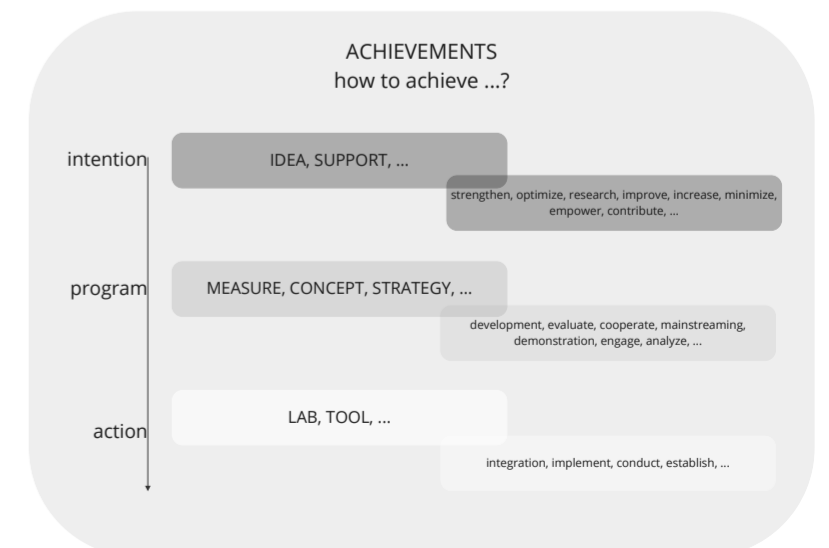
bringing results to society

clarify: research project with implementation approach vs. development project

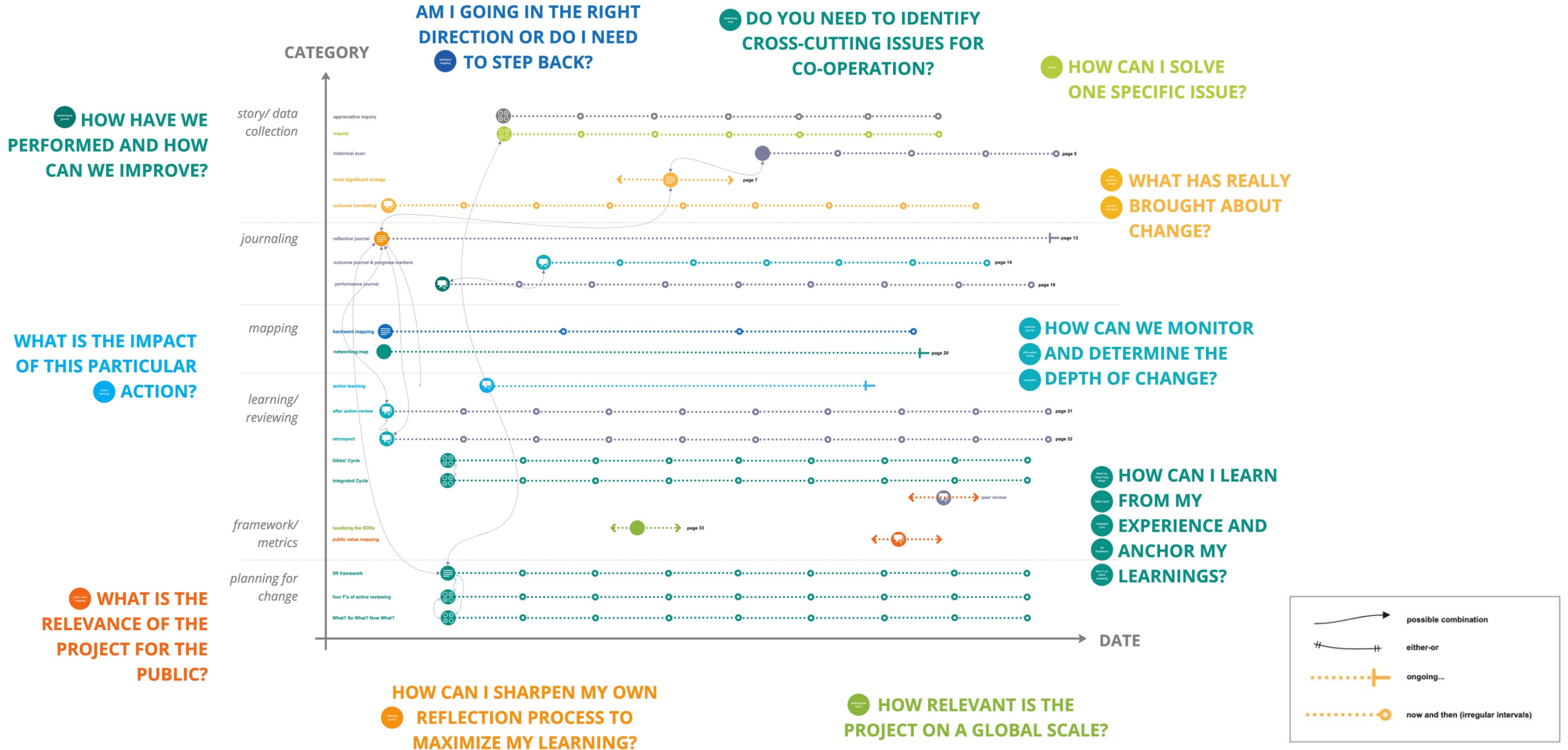
establishment of a dialogue between science & the different actors from practice

joint interventions that follow the approach of action research

## FOR YOUR INFORMATION



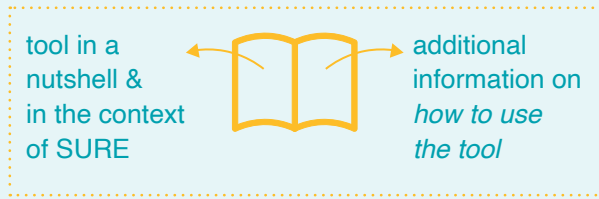
*the main task now is  
to sustain learning  
cycles through  
reflection using  
dedicated tools  
(short term)*





# PREVIEW: SURE Toolbox on Reflection

## HOW TO READ THE TOOLBOX



## KEY FEATURE



## REQUIRED TIME



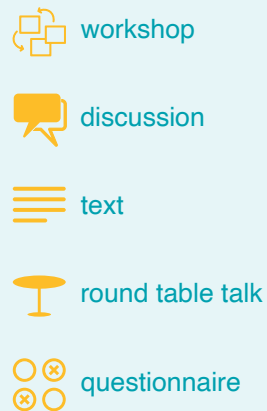
## DIFFICULTY OF USE



## REQUIRED TEAM SIZE



## FORMAT



## WORKS WELL WITH





## After Action Review 1st draft

An **After Action Review (AAR)** is an approach to routinely review events and actions to contribute to a culture of continuous learning and to identify recommendations for future actions. As part of the AAR, the project team is brought together in the optimal case immediately after the event to openly and honestly discuss an activity or event. The aim is to better understand *what* was originally intended, *what* actually happened, *why* it happened, and *what* and *in which way* it could be done better. Thus, an AAR is about *learning while doing* and capturing new actionable knowledge, because regardless of project impacts, there are always successes to document and lessons to learn (ARE, 2005, p. 4; Salem-Schatz et al., 2010, pp. 1-2, 4-5; Serrat, 2008, p. 1).

## USEFUL TO...

**promote internal reflection and motivation processes**

*...as teams reflect on their strengths and identify opportunities for improvement.*

**maximize learnings and insights**

*...as key lessons are identified to improve work quality.*

**enhance mutual learning and knowledge transfer**

*... as knowledge from actions is made available to related projects.*

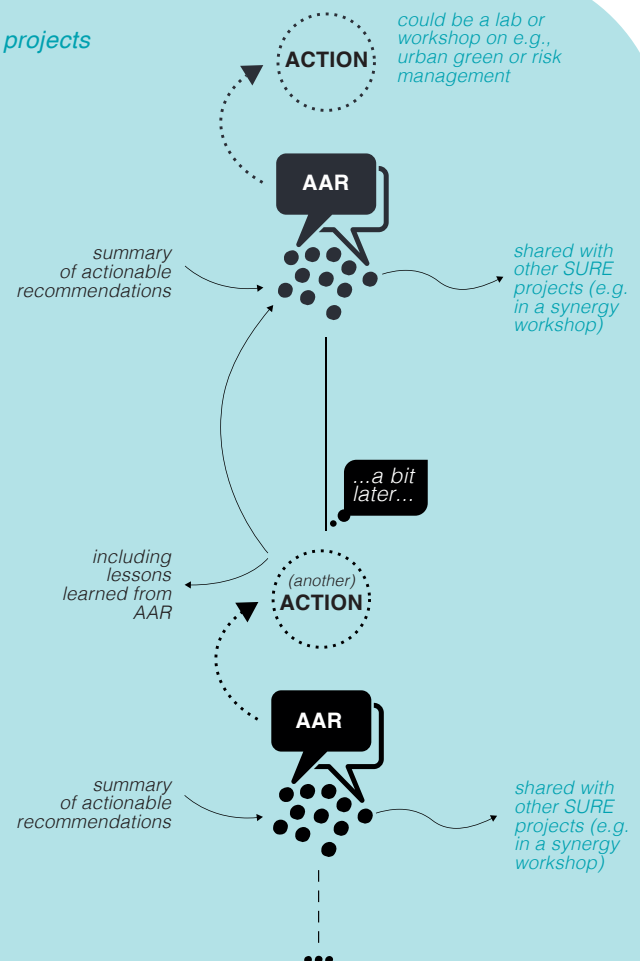
## ... in the context of SURE to be discussed with the projects

Many of the SURE projects follow action-oriented research approaches by working in labs or workshops on topics such as *urban green* or *risk management*.

In this context, however, research is not only theoretical, but follows rather a *from research to action to implementation* approach. For this reason, direct implementation of partial results is intended, and local stakeholders are encouraged to become key designers of these actions.

Since the SURE projects usually do not carry out a single lab (Reallabor) or single lab action-oriented workshop throughout their project trajectory, but rather initiate a variety of different formats, conducting an AAR is a good way to learn from action to action.

In addition, a summary of actionable recommendations can be useful to other SURE projects, e.g., shared in a Synergy Workshop, and thus foster a loop of reflection and learning from each other, maximizing the impact of actions and in the end, maximizing the impact of the project.



## ADDITIONAL INFORMATION

### After Action Review

*1st draft*

The entire process of an AAR should be made as simple and rememberable as possible, and should be carried out after significant milestones, events, or activities. Informal AAR can be conducted, for example, immediately after an intervention - when memories are fresh. They last about 15-20 minutes and are led by a member of the project team.

Formal AAR, however, are used for example to reflect on strategy development processes, last approx. 1-2 hours and are led by an external moderator.

All AAR focus on honest as well as professional discussions, focusing on the results of an activity. This discussion involves all the people who organized and carried out the action. It is particularly important to create an open framework in which honest observations are encouraged and actual findings (objective data, without judgments) are obtained.

At the end of an AAR, there is a clear summary of specific and actionable recommendations that will improve the next action in the short term and the project process in the long term (GEI; ODI, 2009; Salem-Schatz et al., 2010, pp. 1, 4-5, 7; Serrat, 2008, pp. 1, 3).

### Further Reading

**Salem-Schatz, Susanne; Ordin, Diana; Mittman, Brian** (2010). Guide to the after action review. A simple but powerful method for rapid post-project assessment.

**Serrat, Oliver** (2008). Conducting After-Action Reviews and Retrospects.

**ODI (Ed.)** (2009). Knowledge Sharing and Learning: After Action Reviews and Retrospects.

### Guide to Reflection

*1st draft*

In any given AAR, the following three blocks of questions will be answered, discussed, and documented in the designated order:

#### **A // What could be expected or what should happen? What actually happened?**

Based on the questions, the intended deliverables are discussed by the project team and then compared with the actual achievements (non-judgmentally) (GEI; ODI, 2009; Salem-Schatz et al., 2010, pp. 1-2, 4-6; Serrat, 2008, pp. 1-2).

#### **B // What has worked? What didn't work and why?**

Through the questions, successes and obstacles in the course of the event or activity are being reflected upon and an understanding of the causes is being developed (GEI; ODI, 2009; Salem-Schatz et al., 2010, pp. 1-2, 6; Serrat, 2008, pp. 1-2).

#### **C // What should be done differently next time and how?**

This question helps to identify concrete and implementable recommendations for action (GEI; ODI, 2009; Salem-Schatz et al., 2010, pp. 1-2, 6; Serrat, 2008, pp. 1-2).

#### Take care of / be aware

- It is purely a reflection of a particular action or event, not of the whole project or process
- It is therefore only a snapshot



# SURE Toolbox

12th

Synergy Workshop, 23.11.2023, 09:00 AM (CET)

(Preliminary) Agenda

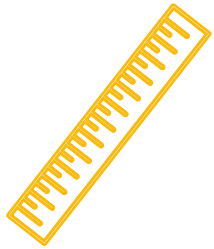
- Presentation SURE Toolbox (*Reflection Tools*)
- Input “Sensemaker” by CHARMS
- Interactive part: top 3 *reflection questions*

Followed by Peer2Peer discussions

- late Nov – Dec on individual tools of the toolbox



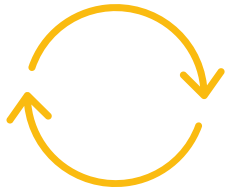
## long term outlook



Highlight the **scalable measures** that SURE is exemplarily implementing in labs



Designing the **transfer** from SURE to sustainable urban regions as a learning system



Closing the **learning cycle** from action research to scalable action for sustainable regions