

ACUTE - Accessibility and Connectivity Knowledge Hub for Urban Transformation in Europe

WP3 – Practitioner Interaction

D3.1 Outreach and Engagement Plan

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Project Partners

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Malmö University MAU	SWEDEN
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VTI/Sweden's national centre for research and education on public transport K2	SWEDEN
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1. Introduction to ACUTE WP3 – Practitioner Interaction

JPI Urban Europe's EN-UAC Knowledge Hub ACUTE (Accessibility and Connectivity knowledge hub for Urban Transformation in Europe) is a platform that enables exchange of knowledge, expertise and results in urban accessibility and connectivity from various actorsⁱ.

ACUTE WP3 Practitioner Interaction targets integration of practitioners (public administration, policy, business, etc.) in order to address needs and provide research and innovation results with transformative potential (i.e. with the potential to induce sustainable transformation towards better-connected, more accessible cities) for their faster implementation in real-life contexts.

Objectives of the ACUTE WP3 comprise:

- Prepare an effective transfer strategy for research/ innovation knowledge with transformative potential to practitioners for faster take up and scaling
- Identify knowledge gaps and needs for research & innovation activities, training, and education as well as type of support needed from practitioners point of view
- Build a network of and with practitioners from running projects and beyond in strong cooperation with existing (inter-)national networks for interlinkage, synergies, avoiding duplication.

The following tasks have been assigned to WP3 Practitioner Interaction:

- Task 3.1. Development of outreach/engagement plan. Existing cooperation (from DUT e.g. Agora dialogues, Knowledge hub experts and, CIVITAS, CIVINETs, KICs, POLIS) will be integrated. Task lead: GEA, contribution: all partners.
- Task 3.2. Develop a framework for needs assessment in cooperation with WP1, Task 1.2. Task lead: Cerema, contribution of all partners.
- Task 3.3. Cooperation with practitioners in European/national networks and running projects to assess needs and motivate for engagement (survey, workshops) and for feedback on draft synthesis report and framework for support material. Task lead: GEA, contribution of all partners.
- Task 3.4 Five National pilot workshops in the countries involved in the KNH to enhance national collaboration and knowledge exchange among academics and practitioners. Lead Cerema. Partners involved: all
- Task 3.5. Elaboration of frameworks for translating results with transformative potential into easily accessible support materials/measures for practitioners on different topics, good/best practice, success factors and obstacles, replication, scaling-up, living labs, experimental areas. (Implementation of activities will depend on remaining funds available. Cost for layout, printing, translation need to be covered by e.g. DUT). Task lead: K2, contribution of all partners.

2. ACUTE Outreach and Engagement Plan

2.1. Goals of the Outreach and Engagement Plan

The ACUTE Outreach and Engagement Plan outlines strategies, activities and indicators for practitioner interaction in order to contribute to following impacts:

- Better understanding of practitioners' needs by academia incl. integration of needs regarding university training and education curricula
- More informed implementation of experimenting environments by cities – based on other experiences

- More frequent and more informed implementation and scaling of research results for more accessible, connected and sustainable cities.
- Future research agendas that have practitioners' needs integrated
- Future funding and implementing provisions more focused on practitioners' needs

The WP3-Outreach and Engagement Plan was drafted in a later project stage than initially planned, as the project consortium decided to carry out work of WP1 (ENUAC Cross-research Community) first - in order to avoid addressing practitioners in the currently running EN-UAC projects several times and by different ACUTE partners.

WP3 thus supported WP1 with the development of questions with relevance to practice for a survey to these 15 projects. Additionally WP3 strengthened the dimension of practitioners and the applicability of project results in practice when preparing and implementing the ACUTE-workshop at the EN-UAC Midterm event in Bucharest in May 2023.

Building on the experiences made in cooperation with WP1, this Outreach and Engagement Plan in its action plan addresses practitioner interaction both for practitioners of EN-UAC projects, further projects and those organised in networks such as CIVITAS, POLIS, etc.

The action plan also needs to be understood as a living document that is updated regularly in response to new possibilities and challenges for practitioner interaction – while always keeping an eye on the achievement of objectives and resources available within the project.

2.2. General considerations on cooperation between researchers and practitioners

2.2.1 Theoretical background to research practice collaboration

Collaboration between research and practice in knowledge production entails a complex interaction process involving heterogeneous actors, with diverse resources and objectives that can take on several forms.

Studies addressing different agents of knowledge production and innovation have first referred to triple helix models (where research, industry and government were involved), then developed quadruple helix (including civil society) and quintuple helix ones (including the natural environments) (Carayannis et al. 2010ⁱⁱ). Agents of collaborative knowledge production can be characterized by significant heterogeneity for what concerns goals, knowledge bases, capabilities and competences, perceptions, power and position, and culture (Corsaro et al. 2012, in Maciuliene, 2022ⁱⁱⁱ). In the framework of this heterogeneity, different kinds of “proximities” among agents can be important to create a potential for knowledge production and innovation (Fred et al. 2022^{iv}). According to Fred et al. (2022), such proximities go beyond the mere physical (spatial/geographical) proximity, to include cognitive proximity (referring to the same knowledge base), social proximity (being part of trust-based relationships), and institutional proximity (sharing overarching norms, values, and practices). Similarly, “organizational and contextual processes and routines, such as time and resource constraints” but also “the *quality* of an interaction, [...] involving attention to power and value issues” are highlighted by organizational theories as crucial factors in shaping collaboration and research use (Gredig et al., 2021, p. 1067^v).

Agents might be involved in collaboration for different reasons and collaboration in knowledge production can take on different forms. Reasons for collaboration may include scientific knowledge production; development of new procedures; development of service organisations, professional practice and practitioners; implementation of a specific practice; and support of political decision-making (Gredig et al., 2021). Concerning forms of knowledge production, models and theories have either suggested a clear distance between researchers and practitioners (such as the “two communities” theory, with research and

practice being understood “as essentially separate spheres, between which a ‘bridge’ must be forged”) or described research as an on-going deeply cooperative process (Gredig et al 2021, p. 1076).

Similarly, research on knowledge transfer and use has developed a plethora of models and theories (Heinsch, 2018^{vi}). However, researchers note a “growing understanding of knowledge transfer as an iterative and reflexive cycle, as opposed to a linear, one-way science-to-practice process” (Perrotti 2019, p. 1459^{vii}). “Mutual learning processes” appear best suited to “face sustainability challenges” (Perrotti 2019, p. 1459^{viii}).

2.2.2. Considerations on research and practitioners needs for cooperation

In order to contribute to ACUTE’s-goals in the best possible manner it is of importance to reflect on intervention logics of both research and practice as well as needs and gaps regarding their cooperation.

VTI/K2, Cerema and GEA developed an overview that was presented in the frame of the ACUTE kick-off Meeting in January 2023. Beside research and practice, the role and challenges of intermediaries for supporting and enabling bi-directional cooperation and exchange, such as the ACUTE Knowledge Hub was considered as well (see Fehler! Verweisquelle konnte nicht gefunden werden.).

Striking the Balance between Research and Practice: Needs and Gaps

Research	Intermediary	Practice/End users
Long term needs and planning	Time lag: Funding programmes/ Knowledge production to application and roll-out in practice	Definition of practitioners
Abstract view	Need to transform/“translate” research results for practitioners	Problem oriented - Short term needs/underlying information gaps?
Production of pure knowledge without compromises	Need to compile results from narrow research to sound knowledge base	Broader view on city
Postulates rational decision making (apart from fields as behavioural economics, ecological economics)	How to avoid first-come first serve decision making at practitioners?	Different types of and influences on decision-making
Lack of awareness/practice to integrate practitioners early on	De-contextualise knowledge produced for broader application	Lack of awareness/practice to integrate research early on (e.g. before tenders)
Idea on what should be needed by practitioners		Perceived low cost/benefit ratio for engagement with research
No direct commercialisation of research possible		Need for embedding knowledge into specific local context
		Lack of knowledge on scaling of pilot results
		Need to establish social acceptance for innovation
		Cities think problem-driven

Figure 1: Overview on intervention logic, needs and gaps for bi-directional cooperation of research and practice (Source: VTI/K2, Cerema, GEA, 2023).

Aspects mentioned in this overview will be regularly reflected by WP3 and further developed/updated with new experiences and challenges coming up in the course of project implementation.

In general, it can be stated that, building on the commonly used concept of readiness levels (e.g. technological readiness level), the “Research readiness level for practice” and the “Practitioners readiness level for research” need to be raised – also by activities of the ACUTE Knowledge Hub.

2.3. Practitioners as Target Groups

Work Package 3 pursues the activity to involve practitioners into the ACUTE Knowledge Hub to the mutual benefit for research and practice as well as the replication and implementation of project results.

In the frame of ACUTE, the notion **practitioner** comprises institutions, organisations, semi- public and private bodies and networks that

- work on the practical implementation of urban accessibility and connectivity issues;
- do or have the potential to participate in EN-UAC/DUT-projects;
- can profit from transformative knowledge and experiences produced in EN-UAC/DUT projects;
- can contribute to the ACUTE Knowledge Hub (KNH) with experiences and needs to research and programme bodies.

Fehler! Verweisquelle konnte nicht gefunden werden. describes the practitioners’ potential needs from and contributions to the ACUTE KNH to be addressed and collected in the frame of WP3’s activities on practitioner interaction. Due to resource constraints in the project, a selection has to be made regarding which types of practitioners to address - beyond the running EN-UAC/DUT projects. This selection is applied in the subsequent chapters. Nevertheless all kinds of practitioners are listed below, that can be of interest for a future ACUTE KNH.

Table 1: Type of practitioners and their possible needs from/contributions to the ACUTE Knowledge Hub (KNH).

Type of Practitioner	Needs from ACUTE KNH	Contributions to ACUTE KNH
Region, District, City and City-Region administrations and managements	<ul style="list-style-type: none"> • Research results and good/best practice with transformative potential – in an easily applicable format, as recent as possible and to be easily transferred within the administration • Knowledge on implementing experimenting environments • Knowledge on scaling project results • Opportunities to transfer own project results 	<ul style="list-style-type: none"> • Formulated needs for research agendas and education • Needs towards programme bodies for call priorities and easier/more attractive participation in projects • Practical experiences for transfer to other cities • Feedback to ACUTE reports and framework
Passenger transport and infrastructure providers, (semi-) public and private	<ul style="list-style-type: none"> • Research results and good/best practice with transformative potential – tailored to the needs of transport/infrastructure providers • Knowledge on implementing experimenting environments • Knowledge on scaling project results • Opportunities to transfer own project results 	<ul style="list-style-type: none"> • Formulated needs for research agendas and education • Needs towards programme bodies for call priorities and easier/more attractive participation in projects • Practical experiences for transfer to other transport/ infrastructure providers • Feedback to ACUTE reports and framework
Logistics providers (transport, hubs)	<ul style="list-style-type: none"> • Research results and good/best practice with transformative potential – tailored to the needs of logistics providers 	<ul style="list-style-type: none"> • Formulated needs for research agendas and education • Needs towards programme bodies for call priorities and

	<ul style="list-style-type: none"> • Knowledge on implementing experimenting environments • Knowledge on scaling project results • Opportunities to transfer own project results 	<ul style="list-style-type: none"> • easier/more attractive participation in projects • Practical experiences for transfer to other logistics providers • Feedback to ACUTE reports and framework
Chambers of Commerce	<ul style="list-style-type: none"> • Knowledge and positive results on implementing experimenting environments • Research results with transformative potential – notably regarding 15 Minutes City 	<ul style="list-style-type: none"> • Formulated needs for research agendas and education • Needs regarding better cooperation/information flow with EN-UAC/DUT projects (as Lol-Partner)
Innovation agencies and lab associations	<ul style="list-style-type: none"> • Knowledge on implementing experimenting environments 	<ul style="list-style-type: none"> • Needs to research/education regarding current gaps in the innovation system
Consultants and planners	<ul style="list-style-type: none"> • Research results and good/best practice with transformative potential – tailored to the needs of cities/city regions • Knowledge on implementing experimenting environments 	<ul style="list-style-type: none"> • Formulated needs for research agendas and education • Needs regarding better cooperation/information flow with EN-UAC/DUT projects (e.g. as Lol-Partner)
Other companies and associations dealing with urban accessibility and connectivity, e.g. E-Mobility, tele-communication providers, etc.	<ul style="list-style-type: none"> • Research results with transformative potential – tailored to the needs of cities/city regions • Knowledge on implementing experimenting environments 	<ul style="list-style-type: none"> • Formulated needs for research agendas and education • Needs regarding better cooperation/information flow with EN-UAC/DUT projects (e.g. as Lol-Partner)

2.4. Strategy to reach practitioners

This chapter describes the strategy to reach practitioners in the current ACUTE project. As outlined above it also includes the selection of practitioners to be made due to resource constraints and how they are/will be integrated in the ACUTE Knowledge Hub (KNH) by ACUTE WP3.

Following Table 2 shows which types of practitioners ACUTE WP3 wants to address directly or via existing networks.

Table 2: Type of practitioners involved into ACUTE Knowledge Hub.

Type of Practitioner	Involved in running EN-UAC project	Involved in starting EN-UAC/DUT projects (Sino-European IA-Projects)	Outside current EN-UAC/DUT projects
Region, District, City and City-Region administrations and managements	X	X	Via networks

Passenger transport and infrastructure providers, (semi-) public and private	X	X
Logistics providers (transport, hubs)	X	X
Chambers of commerce	X	X
Innovation agencies and lab associations	X	X
Consultants and planners	X	X
Other companies and associations dealing with urban accessibility and connectivity, e.g. E-Mobility, tele-communication providers, etc.	X	X

Along these three groups of practitioners, following strategies for outreach and engagement are pursued.

- Directly addressing individual or groups of practitioners already involved in currently running/starting EN-UAC projects. Cooperation so far has been strongly supported by the programme bodies in terms of provision of contacts, information on project activities and platforms/events for workshops (e.g. workshop in Bucharest May 2023). The same type of support is expected regarding practitioners involved in new, upcoming projects.
- Practitioners not involved in EN-UAC/DUT-projects will be addressed via existing networks e.g. CIVITAS and POLIS as network partners, and not individually. ACUTE will not set up a parallel structure to already existing networks successfully running and rather will establish contact with the network organisers and strive to set up joint activities addressing their network members.

Following levels of engagement will be dealt with, when addressing needs and contributions by practitioners (Table 3).

Table 3: Practitioner interaction in relation to levels of engagement.

Inform	Consult	Cooperate
<ul style="list-style-type: none"> • Provision of support material (resp. framework for support material) 	<ul style="list-style-type: none"> • Consultation on needs towards research and education 	<ul style="list-style-type: none"> • Joint development of programme requirements to get more cities/city regions as project partners (thematic and project implementation framework)
<ul style="list-style-type: none"> • Provision of synthesis report (project results with transformative potential and on implementing experimenting environments) 	<ul style="list-style-type: none"> • Consultation on needs towards programme bodies 	<ul style="list-style-type: none"> • Exchange and joint formulation of mutual needs and contributions between research and practice
<ul style="list-style-type: none"> • Other results with transformative potential – beyond report and framework (?) 	<ul style="list-style-type: none"> • Consultation on transferable experience/results with transformative potential/ • Consultation on requirements for an ongoing KNH beyond project end • Feedback to draft synthesis report 	<ul style="list-style-type: none"> • Joint development of frameworks for support material

2.5. Formats and Settings for research-practice interaction

ACUTE WP3 applies several formats and settings to integrate practitioners into the knowledge hub:

- **Online surveys:** These serve the purpose to identify challenges of practitioners in terms of implementing project results in real life, transfer experiences to other practitioners, and their needs towards research and funding bodies.
- **Group interviews:** Group interviews will support to go more into depths regarding practitioner’s needs and challenges.
- **Personal one-to-one interviews and talks:** This format will be applied for addressing network organisers in order to collect their needs and expectations towards an ACUTE Knowledge Hub, establish a mutual understanding of each other’s work and intervention logic and to plan joint initiatives.
- **Workshops:** Workshops provide the frame for in-depth cooperation. On one hand they support the transfer of EN-UAC projects’ results with transformative potential; on the other hand workshops shall strongly support the exchange between research, funding bodies and practice in interactive formats, thus also building mutual understanding of needs and challenges and setting foundations for future cooperation. In order to reach as many practitioners and researchers as possible, workshops will mainly take place back-to-back with other, well-established, events.
- **Support material:** Frameworks for the translation of results with transformative potential into easily accessible support material/measures for practitioners (e.g. on different topics, transfer/take-up, scaling, living labs and experimenting environments) will be elaborated. While the actual production of support material will largely depend on remaining resources available, the joint development of these frameworks with practitioners will be of key importance to address their actual needs in the right manner.
- **[ZENODO/ACUTE UERA seminars Website](#)** : Several presentations summarising results of the 15-minute city researches presented during the seminars organised by WP3 have been uploaded to the Zenodo website. 12 presentations from the Milan seminar organised in March 2023 have been uploaded to the website. As of 19 September, the presentations had accumulated 605 views and 500 downloads. The most downloaded presentation is **Defining Proximity-centred Accessibility** by Rauli, Anna; Buttner, Benjamin; Silva, Cecília; Seisenberger, Sebastian

2.6. Action Plan for Practitioner Interaction

The following action plan for practitioner interaction (Table 4) depicts activities until October 2024; including timing and responsibilities. Given the agile nature of the ACUTE Knowledge Hub this plan has to be considered as a living document that will be further adapted in line with upcoming needs and challenges).

Table 4: ACUTE – Action plan for practitioner interaction.

Action	Timing	Responsible	Support by
Online survey to 15 EN-UAC projects covering mainly research issues and some practitioners’ interests	Spring 2023	WP1	WP3 (input questions regarding practice/ implementation)
Milano research seminar: for research community networking, open to practitioners	March 2023	WP1	WP3 (Proposal for settings and questions to participating practitioners on the spot and for evaluation)

Workshop Bucharest addressing needs regarding research-practice interaction	05/2023	WP1	WP3 (input questions regarding practice/ implementation)
Online survey to 15 EN-UAC projects – with a focus on relevance for practice	07/2023	WP3 (Cerema, UEiffel)	Contacts from WP1
Antwerp research seminar for research community networking, open to practitioners	10/23	WP1 (UEiffel)	WP3: Support regarding practitioner interaction design All Partners: participation possible
Group interviews for each project (with project coordinator and at least one practitioner)	From 10/2023	WP1	Strong support WP3: - Questions to practitioners - Participation in group interviews - Transcription of interviews
National Workshops (NW)	From 10/23 – 11/24	WP3 (Cerema, UEiffel): • Framework regarding goals • Proposals for formats • NW France	Strong support by country partners: - UIBK/GEA (NW - Austria) - UoW (NW – UK) - K2 (NW-Sweden) - LU / LBTU (NW Latvia) • Organisation • Implementation • Documentation
Interviews/talks with network coordinators POLIS, CIVITAS	09/23	WP3: • Cerema – POLIS • GEA - Civitas	-
Interactive Workshops back-to-back with CIVITAS/POLIS events	From 12/23	WP3: • Organisation • Implementation • Documentation	Inputs all partners WP1: Research needs/gaps WP2: Transferable results with transformative potential

Additionally ACUTE in its WP 3 activities seeks the cooperation with other JPI UE/DUT-projects and programme initiatives for a best possible use of synergies. The following table shows possible docking points for cooperation.

Table 5: Possible "beyond ACUTE" docking points for cooperation.

Action	Timing	Responsible	Support by
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DUT-Project: Mapping on 15-minute City practice ¹	From 05/23 – 04/24	Enrica Papa (also ACUTE WP 1-Lead)
Cooperation with DUT programme regarding accompanying upcoming projects to make best use of their outcomes	open	To be discussed with Maximilian Jäger
Inputs to DUT-Agora dialogues with city stakeholders	open	To be discussed with Maximilian Jäger

Documentations of these activities form part of the ACUTE midterm and final reports and are possibly published on the ACUTE Website hosted by JPI Urban Europe².

Organisation of upcoming activities will take place in ACUTE Jour Fixes, WP3/WP1 Jour Fixes, meetings with JPI UE/DUT programme bodies and via Boku Drive with shared documents.

2.7. Monitoring and Measurement of Success

In the funding proposal for the ACUTE Knowledge Hub, for the user communities local governments, professionals and SMEs following values resp. results and impacts were outlined:

Value to local governments:

- Support cities in the establishment of experimenting environments, thus contributing to overall goals of more accessible, connected and sustainable cities.
- Contribution of local governments' needs to research agendas.

Value to professionals and SMEs:

- Increased understanding of practitioners needs among researchers
- Increased understanding of practitioners needs for further training and education
- Better connection of actors from different sectors

When monitoring and evaluating interventions for practitioner interaction a distinction needs to be made between the notions results and impacts.

- Results are achieved when target groups use the project activities and outputs in the right manner. Such a process needs both qualitative and quantitative indicators for monitoring as ACUTE is directly accountable for the achievement of results.
- Impacts on the other hand are overall goals, the ACUTE project results can contribute to them but it must be taken into account that other factors can also have an influence on the achievement of impacts. Thus there are so called attribution gaps from the project to the achievement of the respective impact. Furthermore, unintended effects must also be taken into account.

¹ <https://dutpartnership.eu/news/mapping-of-practice-in-15-minute-city-and-circular-urban-economies/>, last accessed 19.09.23

² <https://jpi-urbaneurope.eu/project/acute-accessibility-and-connectivity-knowledge-hub-for-urban-transformation-in-europe/>, last accessed 19.09.23

The method “Process Monitoring of Impacts”^{ix} is well suited for mapping the practitioner interaction processes in a result/impact chain and defines the core processes for achieving intended results and impacts.

In the following **Fehler! Verweisquelle konnte nicht gefunden werden.** the general logic of a result/impact chain will be depicted.

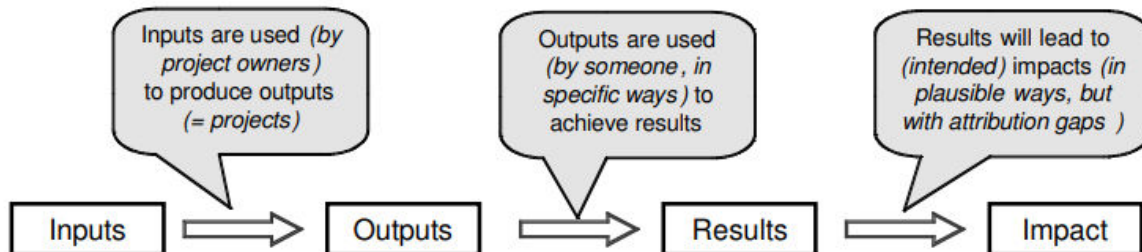


Figure 2: General logic of a result/impact chain (Source: Hummelbrunner et.al.).

Quantitative and qualitative indicators can be assigned to the result/impact chain. For the ACUTE practitioner interaction qualitative indicators are very suitable to describe process such as gaining knowledge, as these are not that tangible to be illustrated by quantitative indicators alone.

For the aforementioned ACUTE measures on practitioner interaction, the method can be applied as follows:

- The measures are planned along an ex-ante defined result/impact chain, core processes for achieving results and impacts are assumed and relevant qualitative and quantitative indicators are defined.
- In the course of the implementation of the measure, the assumptions on the core processes for achieving impacts as well as the data required for this can be reflected upon and adjusted if deemed necessary.
- Ex-post, the achievement of results and contributions to the intended impacts as well as the processes that contribute significantly to them are evaluated.

In the following a result/impact chain is depicted for measures regarding practitioner interaction in ACUTE. It includes (assumptions to) the core processes to achieve results and impacts as well as quantitative and qualitative indicators to be measured in the course of ACUTE-implementation (s. Figure 3).

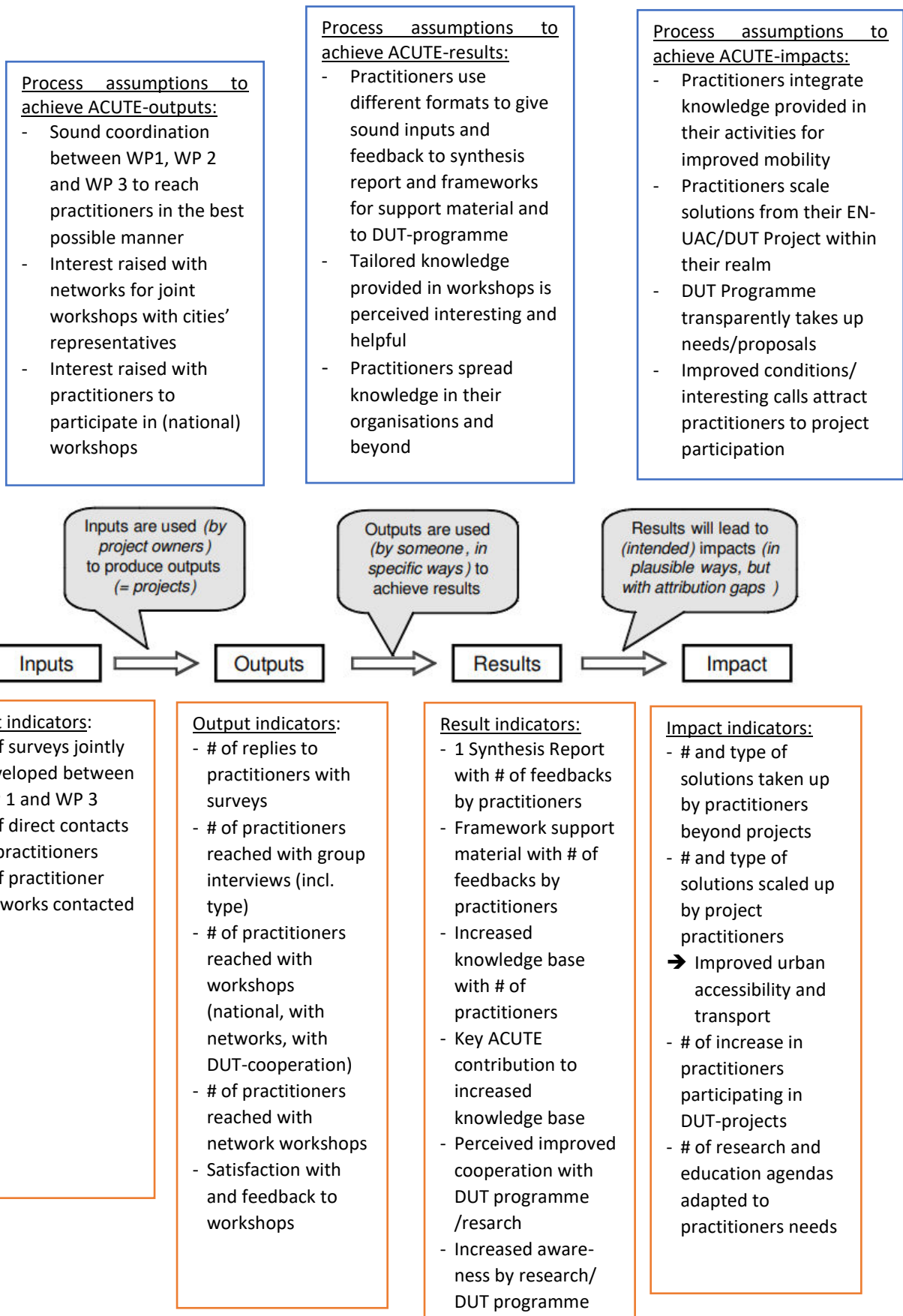


Figure 3: Result/Impact chain including monitoring and evaluation framework.

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- ⁱ JPI Urban Europe’s EN-UAC Knowledge Hub ACUTE (Accessibility and Connectivity knowledge hub for Urban Transformation in Europe) – a platform that enables exchange of knowledge, expertise and results in urban accessibility and connectivity from various actors. <https://jpi-urbaneurope.eu/project/acute-accessibility-and-connectivity-knowledge-hub-for-urban-transformation-in-europe/> , accessed September 1st, 2023
- ⁱⁱ Carayannis, E.G.; Campbell, D.F.J. Triple Helix, Quadruple Helix and Quintuple Helix and how do knowledge, innovation, and environment relate to each other? *Int. J. Soc. Ecol. Sustain. Dev.* 2010, 1, 41–69.
- ⁱⁱⁱ Maciuliene, M. (2022). Evaluation of Open Science for co-creation of Social Innovations: A conceptual framework. *European Public & Social Innovation Review*, 7(1), 1-16.
- ^{iv} Fred, M., Mukhtar-Landgren, D., Berglund-Snodgrass, L., & Paulsson, A. (2022) Why getting people in the same room isn’t enough. *Experimentation for sustainable transport?*, 59.
- ^{vi} Heinsch, M. (2018), Exploring the Potential of Interaction Models of Research Use for Social Work, *The British Journal of Social Work*, 48(2), 468–486, <https://doi.org/10.1093/bjsw/bcx034>
- ^{vii} Perrotti, D. (2019). Evaluating urban metabolism assessment methods and knowledge transfer between scientists and practitioners: A combined framework for supporting practice-relevant research. *Environment and Planning B: Urban Analytics and City Science*, 46(8), 1458–1479. <https://doi.org/10.1177/239980831983261>
- ^{viii} Perrotti, D. (2019). Evaluating urban metabolism assessment methods and knowledge transfer between scientists and practitioners: A combined framework for supporting practice-relevant research. *Environment and Planning B: Urban Analytics and City Science*, 46(8), 1458–1479. <https://doi.org/10.1177/239980831983261>
- ^{ix} Hummelbrunner, et.al., Process Monitoring of Impacts – and its application in structural fund programmes, *Plattform Forschungs- und Technologieevaluierung*, No. 23, March 2010, <https://fteval.at/journal/ausgabe-35-logic-charts/>, , accessed September 7th 2023