



**2020**  
**CiViTAS**  
Cleaner and better transport in cities

**SATELLITE**



# Guidelines for cities participating in work placements & study visits

## How to prepare the visit

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## Abstract

This document compiles all the information and material for cities involved in the SATELLITE peer-to-peer programme. It is addressed to cities representatives who will prepare and attend the visits.

## Project Partners

Organization	Country	Abbreviation
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ICLEI	Germany	ICLEI
Polis	Belgium	Polis
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## Table of Contents

<b>1</b>	<b>INTRODUCTION</b>	<b>5</b>
1.1	ABOUT CIVITAS SATELLITE	5
1.2	DOCUMENT STRUCTURE	6
<b>2</b>	<b>SATELLITE WORK PLACEMENTS</b>	<b>7</b>
2.1	WHAT ARE CIVITAS SATELLITE WORK PLACEMENTS?	7
2.1.1	<i>Work placements</i>	7
2.1.2	<i>Participants</i>	7
2.1.3	<i>Which benefits for cities taking part in a work placement?</i>	8
2.2	PREPARATION	8
2.2.1	<i>Programme</i>	8
2.2.2	<i>Logistics</i>	10
2.3	BUDGET	10
2.4	MONITORING AND REPORTING	11
<b>3</b>	<b>SATELLITE STUDY VISITS</b>	<b>12</b>
3.1	WHAT ARE CIVITAS SATELLITE STUDY VISIT?	12
3.1.1	<i>Study visit</i>	12
3.1.2	<i>Participants</i>	12
3.1.3	<i>Which benefits for cities taking part in a study visit?</i>	12
3.2	PREPARATION	13
3.2.1	<i>Programme</i>	13
3.2.2	<i>Logistics</i>	14
3.3	BUDGET	15
3.4	MONITORING AND REPORTING	16
<b>4</b>	<b>FINANCIAL GUIDELINES AND FUNDING RULES</b>	<b>17</b>
4.1	PARTICIPANTS DUTIES	17
4.2	COSTS NOT COVERED	17
4.3	GUIDELINES FOR THE REIMBURSEMENT PROCEDURE	18
<b>5</b>	<b>DISSEMINATION ACTIVITIES</b>	<b>20</b>
5.1	MEDIA AND SOCIAL MEDIA	20
5.2	PICTURES	20
5.3	OTHER CHANNELS	20

**6 CHECKLIST AND TIPS ..... 21**

6.1 CHECKLIST FOR THE HOST CITIES..... 21

6.2 CHECKLIST FOR THE VISITING CITIES ..... 22

6.3 FINAL TIPS ..... 23

**7 ANNEXES ..... 24**

7.1 ANNEX 1 - CALL FOR EXPRESSION OF INTEREST IN TAKING PART TO SATELLITE PEER-TO-PEER PROGRAMME ..... 24

7.2 ANNEX 2: AGENDA TEMPLATE ..... 27

7.3 ANNEX 3: IMPACT REPORT TEMPLATE..... 28

7.4 ANNEX 4: EXPENSE CLAIM ..... 29

7.5 ANNEX 5: EVALUATION FORM..... 30

**List of Figures**

FIGURE 1: CIVITAS SATELLITE PEER-TO-PEER ACTIVITIES AT A GLANCE ..... 5

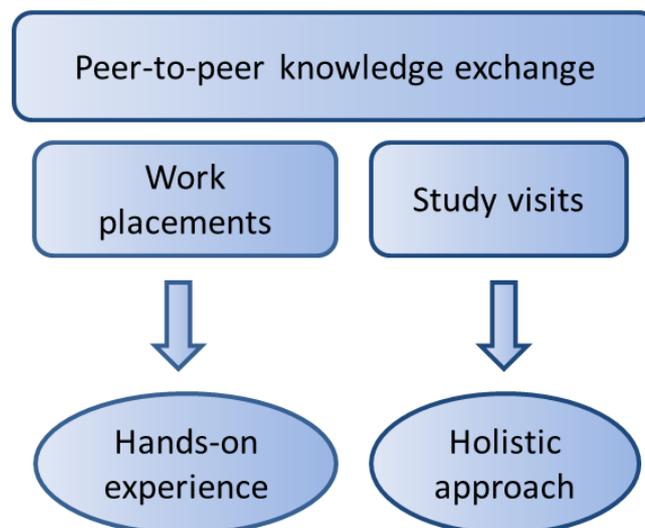
# 1 Introduction

## 1.1 About CIVITAS SATELLITE

Since 2002, the CIVITAS Initiative has directly supported more than 60 cities across Europe in implementing better and cleaner transport. As one of the most successful EU programmes to promote innovative solutions for sustainable development, there is an ongoing challenge of capitalising on the experiences and the network, and of mainstreaming its principles while innovating in order to keep cities and stakeholders active in the "CIVITAS family". The CIVITAS SATELLITE project proposes an effective mechanism to achieve these objectives by building on the know-how and supporting city actors in their actions.

The objective of SATELLITE is indeed to help cities gain better access to innovative solutions and to properly address transport challenges they have to face. The project will apply exchange mechanisms for concrete transfer and take-up of innovative solutions, where cities will learn from each other.

SATELLITE includes therefore a programme of practice-oriented peer-learning activities with two main types: work placement and study visits. (see Figure 1 below)



**Figure 1:** CIVITAS SATELLITE peer-to-peer activities at a glance

These peer-to-peer activities focus on CIVITAS policy fields and cover a wide range of urban mobility measures. Participating cities, both host and visiting cities, will be selected through annual calls over the next four years. These calls will be open to CIVITAS forum network, IA (Innovative Actions) and RIA (Research and Innovation) cities.

SATELLITE plans to organise 16 work placements and four study visits each year between 2017 and 2020, but the exact number of each type of visit might be adjusted based on the

actual interest of cities, and taking into account preferences expressed in the stakeholder surveys organised in autumn 2016. The peer-to-peer activities will take into account topics identified through this stakeholder survey and will focus on the CIVITAS categories: eight thematic categories of measures, combined with two horizontal categories (public involvement and integrated planning): Collective passenger transport, Clean fuels and vehicles, Car-independent lifestyles, Demand management strategies, Mobility Management, Urban freight logistics, Safety and security, Transport Telematics, Integrated planning, and Public involvement.

## 1.2 Document structure

This document will serve as a complete guide for the cities involved in SATELLITE peer-to-peer activities to organise the visits both as host and as visiting city for the two formats: work placements (Chapter 2) and study visits (Chapter 3). It will provide participants and organisers with practical information and templates as well as practical suggestions for an easy and smooth preparation, implementation and follow-up of these visits.

This guide is meant to help cities to understand the process of organising and attending a SATELLITE visit and the role they are expected to perform as host and as visiting cities. It is covering especially the following tasks and responsibilities:

- Programme development (needs, formats, schedule, etc.)
- Logistics (base room, venues, accommodation, meals, etc.)
- Reporting and post-visit evaluation
- Budget and reimbursement
- Media and communication
- Timeline and check list.

This document has been produced by EURO CITIES. In case you have any questions or comments please email [melanie.leroy@eurocities.eu](mailto:melanie.leroy@eurocities.eu) , Tel: +32 2 552 08 81

## 2 SATELLITE work placements

### 2.1 What are CIVITAS SATELLITE work placements?

#### 2.1.1 Work placements

Work placements offer urban mobility planners a hands-on learning experience in a city that leads in a specific area of interest. They focus on (a) concrete topic(s) and respond to a local challenge faced by the applicant/visiting city. The main objective is to transfer practical knowledge and expertise from the host city to help achieve a specific objective. Cities selected will send a transport professional to a leading CIVITAS city for three days.

This representative will shadow an expert, following the host's daily work to gain experience on relevant measures and policies. SATELLITE work placements will build on the successful CAPITAL work placement programme organised between 2014 and 2016. Politicians are also welcome to join and would be matched with peers in the host city. Expression of interest to host a visit or take part to a work placement may also emerge from members of the Political Advisory Committee (PAC) and, in this case, the political work placements would be organised by SATELLITE, under another work package.

A work placement should include, but is not limited to:

- An initial session for exchange on expectations and specific needs;
- Meetings with relevant city officers;
- Meetings with project implementers;
- Time for exchange between hosting and visiting city / round table discussions;
- Field visits enabling participants to see that what discussed in practice is possible (BUT this is not a study visit—refer to Chapter 3 to read more about study visits);
- A networking dinner with experts and relevant people to informally exchange and lay the basis of the future relations;
- An evaluation session at the end of the work placement visit to wrap up and reflect on the transferability of best practices observed (around 1,5 hours should be reserved for this).

In order to allow for sufficient time, we recommend that the visit be at least 2,5 days in duration.

#### 2.1.2 Participants

A successful application to the SATELLITE work placement programme will entitle one person from the selected visiting city to travel to the host city for 2,5 to 3 days. It is possible for the visiting city to send two representatives, however in this case only one will get financial support from SATELLITE and the other would be covered by the visiting city's own

budget. Visiting cities will send staff in charge of policy or project development addressing the topics of the visit.

Participants should have a good command of English in order to ensure a smooth deployment of the visit and the highest effectiveness of the exchange. Work placement not in English would be acceptable when in the same country/linguistic region, but in such cases a well-written report still needs to be produced in English and some key documents (such as agenda and supporting documents) would still need to be produced in English as well.

### 2.1.3 Which benefits for cities taking part in a work placement?

By taking part to the CIVITAS SATELLITE work placement, cities will get:

- Important European recognition and visibility for their sustainable mobility actions
- Opportunities to share their experience with European experts and European institutions and therefore contribute to shaping the EU's transport policy
- Practical guidance and support from CIVITAS SATELLITE
- Direct access to specific expertise and best practices
- Recognised ways to network and build capacity.

Additionally and more concretely, cities will:

- Have an article on their experience featured in the CIVITAS MOVE newsletter (host & visiting cities)
- Benefit from increased visibility on CIVITAS website and social media channels (host cities)
- See their Mayor interviewed by CIVITAS and where the opportunity arises partner journalists for wider dissemination (host cities)
- Be directly encouraged to apply for the CIVITAS awards (host & visiting cities)
- Receive a certificate for completion of the work, showing their commitment towards sustainable mobility (visiting cities).

## 2.2 Preparation

### 2.2.1 Programme

Once SATELLITE consortium has received and evaluated all the applications, pairs of cities will be identified taking into account the offer (host) and the demand (visiting cities). This match-making exercise will be presented and explained to applicants who will have the chance to accept, refuse or redefine their focus.

After the pairs have been validated and approved by the cities, the SATELLITE consortium will connect the host and visiting cities in order to:

- Fix a date for the work placement
- Start working on the programme (example of agenda below and in Annex 2)
- Identify relevant speakers/stakeholders to meet.

Example of agenda:

Time	Day 1	Day 2	Day 3
09.00-11.00	Welcome and introduction by host & visiting cities	Working sessions	Working sessions
11.00-12.00	Working session		
12.00-13.00	<i>Lunch</i>	<i>Lunch</i>	<i>Lunch</i>
13.00-15.00	Working session	Working session	Debrief, Evaluation, Next steps
15.00-16.00	Working session	Site visit	End of the visit
16.00-17.00			Travel back
17.00-18.00	Feedback from 1 <sup>st</sup> day and expectation for 2 <sup>nd</sup> day		
19.00-21.00	<i>Team dinner</i>	<i>Free evening</i>	

Host city

The host city will especially:

- Actively prepare to host a visit by considering activities, meetings, or events that the visitor can take part in
- Identify and properly brief the speakers or representatives guiding a site visit: explain the purpose of the visit and share relevant information such as needs and expectations from the visiting city
- Prepare documents for supporting evidence (report, studies, analysis, etc.) these documents could be pre-existing documents that could be assembled and shared with participants or, if the topics covered by the visits are not well-documented, these would be new documents prepared by the host city. These documents would be for the visiting city to take-home.
- Allocate time in the agenda for time for coffee breaks to allow informal discussions

Visiting city

The visiting city will:

- Express clearly its expectations

- Present the situation / the challenge the visiting city is facing: during the visit, the visiting city may give a short presentation about its transport policy or a particular project being developed or implemented. This presentation will help the host city to understand the visitor's local circumstances and priorities.
- Actively prepare for the work placement by: attending the trilateral call, reading supporting documents, preparing questions and filling in the Impact report

## 2.2.2 Logistics

### Host city

The host city is in charge of preparing a document with all relevant information for the visiting city:

- How to reach the venue(s) from the airport and from the train station
- Suggestions for hotels
- Practical information: currency, public transport information, maps, etc.

The host city will also:

- Make sure meeting room(s) is/are always available with proper equipment (table, desks, chair, beamer, laptop, projector) and refreshments
- Organise transportation in case of site visit
- Book a restaurant for the team dinner and invite relevant participants from the host city

### Host & visiting cities

All working documents including agenda, supporting documents, guidelines, and templates will be uploaded on the CIVITAS Exchange Hub at least two weeks prior to the visit, so that participants can come prepared. The exchange hub is an online tool specifically dedicated to participants in the CIVITAS Initiative; participants will be explained how to access and use this tool.

Two to three weeks before the visit, EUROCITIES will organise an online meeting with: the host city representative(s), the visiting city representative(s) and the SATELLITE partner in charge of peer-to-peer exchange to go through the agreed topics and allow the host to answer questions.

## 2.3 Budget

Representatives from cities participating in a work placement will be financially supported:

- For the visiting city: up to 700€ per person, with one person per city and per work placement, in order to cover for the travel and accommodation costs.
- For the host cities up to 500€ to cover logistical costs related to the meeting rooms, catering and local transport.

Participants in the work placements are invited to read the financial guidelines about funding rules (Chapter 4) which include a detailed and exhaustive list of expenses covered, the template of the expense claim (Annex 4) as well as instructions on how to fill in this expense claim form and how to include supporting documents—especially boarding passes or train tickets. These documents are necessary in order for participants to receive the funding. These financial documents need to be submitted within 30 working days after the visit; they will be sent to the EURO CITIES who will have 15 working days to approve them. Reimbursement of the expenses will be made by wire transfer after the approval of the expenses.

## 2.4 Monitoring and reporting

Visiting cities involved in the SATELLITE work placement programme will write a short Impact report describing new skills acquired and lessons learned during that placement, as well as the way in which these will be used. A template for this report is available on Annex 3 and will be available on the CIVITAS Exchange Hub.

A summary of the Impact reports, including recommendations, will be prepared at the end of each year by EURO CITIES, and made available online. At the end of the project, a summary of the main results, recommendations and lessons learned during the study visits and work placements will be prepared.

Hosts and visiting cities will be encouraged to investigate ways to ensure durability of the pairing - be it through joint event or training, mutual follow-up or peer-reviewing of mobility plans or other activities. The pair will also be invited to apply with tandem presentation at the next CIVITAS Forum conferences. Both cities are encouraged to report on their exchange and communicate about this by writing articles, tweet, taking pictures. See Chapter 5 on Dissemination for more details.

## 3 SATELLITE study visits

### 3.1 What are CIVITAS SATELLITE study visit?

#### 3.1.1 Study visit

Study visits involve a larger group of up to 10 city representatives. They tackle specific themes through a holistic approach encompassing presentations, best practices, and site visits. Themes will be identified on the basis of User Needs Assessment surveys. Study visits will be interactive in nature to facilitate in-depth exchange, and strengthen cooperation between IA and RIA projects.

The CIVITAS SATELLITE study visits placements will build on the successful VANGUARD and CAPITAL study visits programme. Selected city representatives will travel to another city facing similar challenges. Visiting cities define a detailed request for learning; with an online pre-visit survey which will be developed after all the applications for the call for expression of interest have been received. A visit programme is then structured along key implementation challenges. Visiting representatives will be able to experience the context conditions of the city and talk to key stakeholders.

#### 3.1.2 Participants

The SATELLITE study visit will entitle one person from the selected visiting cities to travel to the host city for 2,5 to 3 days. Only 3 of the 10 visiting cities selected will receive funding – these financially supported cities will be selected on the basis on the assessment from the application form. Visiting cities will send staff in charge of policy or project development addressing the topics of the visit.

Participants should have a good command of English in order to ensure a smooth deployment of the visit and the highest effectiveness of the exchange.

#### 3.1.3 Which benefits for cities taking part in a study visit?

By taking part to the CIVITAS SATELLITE study visit, cities will get:

- Important European recognition and visibility for their sustainable mobility actions
- Opportunities to share their experience with European experts and European institutions and therefore contribute to shaping the EU's transport policy
- Facilitated peer exchanges through a common methodology
- Practical guidance and support from CIVITAS SATELLITE
- Direct access to specific expertise and best practices
- Recognised ways to network and build capacity

Additionally and more concretely, host cities will:

- Have an article on their peer-to-peer experience featured in the CIVITAS MOVE newsletter
- Receive increased visibility on CIVITAS website and social media channels (host cities)
- Have their Mayor interviewed by CIVITAS and possibly also by partner journalists for wider dissemination (host cities)
- Be directly encouraged to apply for the CIVITAS awards (host & visiting cities)
- Receive a certificate of participation showing their commitment in working towards better and cleaner transport (visiting cities)

## 3.2 Preparation

### 3.2.1 Programme

Since visiting cities have expressed their interest to visit a peer at an early stage of SATELLITE project, i.e. before the host cities had been selected, the selected visiting cities will be invited to fill in an online questionnaire to fine-tune their expression of interest and needs.

These questionnaires will be forwarded to the host city which will then be able to develop an agenda with the support of EURO CITIES in charge of peer-to-peer activities.

#### Host city

The host city will especially:

- Fix the date of the visit according to the local events
- Identify and brief properly the speakers or representatives guiding a site visit: explain the purpose of the visit and share relevant information such as needs and expectations from the visiting city.
- Try to provide enough details about the content of the different presentations/visits included in the agenda
- Allow time for introductions: The study visit may last up to three days; this is enough time for visitors and hosts to get to know each other, exchange knowledge and experiences. Enough time should be devoted to introducing each other, explaining everybody's tasks and responsibilities in their respective cities, etc.
- Designate time in the agenda for time for coffee breaks to allow informal discussions
- Prepare documents for supporting evidence (report, studies, analysis, etc.). These documents could be pre-existing documents that could be assembled and shared with participants or if the topics covered by the visits are not well-documented, hosting cities would be asked to prepare documents.
- Combine presentations, visits and discussions: One of the main advantages of study visit, compared to conferences or workshops, is the possibility to have an active and direct exchange of experiences between hosts and visitors.

Depending on the theme or the nature of the project to be presented, several formats or sessions can be organised:

- Presentations from hosts: Make sure such presentations are not very long and that the slides are not too text-intensive. In order to engage the visiting cities, you may consider asking questions about their own experience
- Site visits: Visiting projects and seeing how they actually work is one of the most interesting aspects of a study tour. Possible examples of site visits are:
  - Visits to new infrastructure facilities such as access restriction areas, cycling network, park & ride services or a public transport terminal.
  - Trips to companies or schools that are successfully implementing a travel plan or a sustainable transport awareness campaign
  - Walking or cycling tours through the historical centre, new re-development areas, car-free neighbourhoods, etc.
- Testing of instruments or technology: Hands-on demonstrations are always greatly appreciated. In case your study tour programme includes some technological aspects, you may offer participants the possibility to test your new systems, e.g. public biking scheme or bus rides with clean vehicles.
- Informal meetings / discussions with local stakeholders: You may want to arrange a meeting between the visiting delegation and local stakeholders (politicians, retailers, public transport operators...). If for example the local politician in charge of transport and mobility is attending the study tour, try to arrange a meeting with your councillor in charge of the same policies. Similarly, if among the participants there is a head of traffic department or an officer in charge of road safety, try to set a meeting with their peer in your city.
- Provide a thorough analysis and reserve time to explain what didn't work and why.
  - While case studies and presentations at conferences usually give the impression of a "perfect world", often, the audience is more interested in learning about the problems encountered and how they were overcome.
  - During a study tour, both hosts and visitors should feel free to talk about the challenges they are currently facing in their respective cities. Whereas it is citizens' opposition to a certain initiative, a technology that is not working properly or awareness campaigns that do not reach its main target group, such barriers and the possible available solutions should be shared and openly discussed.

### 3.2.2 Logistics

The host city is in charge of preparing a document with all relevant information for the visiting cities:

- How to reach the venue(s) from the airport and from the train station
- Suggestions for hotels
- Practical information: currency, public transport information, maps, etc.
- Identify a contact person: include in the agenda the name and contact details of a local host representative. This person should accompany participants during the whole duration of the study tour, facilitate the visit, answer questions, etc. (the same for the whole period)

The host city will also:

- Make sure meeting room(s) is/are always available with proper equipment (table, desks, chair, beamer, laptop) and refreshments
- Organise at least a group picture of all participants
- Arrange transportation for site visits and make sure you provide enough time to get from one site to another and allow enough time for the visits themselves.
- Book a restaurant for the team dinner invite relevant participants from the host city side
- Take care of refreshments and breaks: The working day during a study tour can be rather long and exhausting; plan the agenda so there is enough time for breaks and refreshments to allow informal discussions.
- Each morning of the study visit: circulate the list of participants to collect signatures
- On the last day, distribute the Evaluation form to participants, collect them and send them to EUROCIITIES.

### 3.3 Budget

Representatives from cities participating in a study visit will be financially supported:

- For the visiting cities selected for funding: up to 700€ per person, with one person per city and per study visit, in order to cover for the travel and accommodation costs.
- For the host cities 700€ to cover logistical costs related to the meeting rooms, catering and local transport.

Participants in the study visits are invited to read the financial guidelines and funding rules in Chapter 4 which include a detailed and exhaustive list of expenses covered, the template of the expense claim (Annex 4) as well as instructions on how to fill in this expense claim form and how to include supporting documents—especially boarding passes or train tickets. These documents are necessary in order for participants to receive the funding. These financial documents need to be submitted within 30 working days after the visit; they will be sent to EUROCIITIES who will have 15 working days to approve them. Reimbursement of the expenses will be made by wire transfer after the approval of the expenses.

### 3.4 Monitoring and reporting

Visiting cities will be asked to complete an Evaluation form (see Annex 5) which will be collected and sent back to SATELLITE team by the host city. These forms will gather the main lessons learnt from the study visit and describe how the knowledge gained might be used in the visiting cities. Those reports will also be useful to evaluate the study tour programme.

At the end of the study tour, participants may want to rush to get their train or flight back home. However, it is important to highlight from the start of the visit the importance of the last session. This summary session, included at an early stage in the agenda, will be both for hosts and visitors discuss the outcomes of the visit. It will also be a good moment to fill in the Evaluation form. Thus, participants are strongly discouraged from making travel arrangements that would necessitate an early departure.

## 4 Financial guidelines and funding rules

### 4.1 Participants duties

<b>Participants will take care of the following:</b>	
Travel (costs reimbursed afterwards)	<p>Once participants have confirmed their will to participate in the work placement and once the dates have been fixed with the host city and the SATELLITE team, participants will take care of their own booking within a budget of <b>maximum €350</b> and send their travel plan confirmation to EUROCITIES, minimum one month prior to the visit. <b>Travel plans should indicate the price of the booking.</b></p> <p>If the booking exceeds the foreseen budget, or if the outbound and inbound is not in the same city, <b>participants must contact the SATELLITE team as soon as possible</b> so they can review the different options together. In case of proven difficulties, SATELLITE can assist with the bookings.</p> <p>If participants decide to take their personal car to travel to the host city, they must contact the SATELLITE consortium and agree in advance on costs to be reimbursed.</p> <p>The travel costs will be reimbursed, together with transfer costs and subsistence costs after the visit, once the participant sends his/her feedback report and expense claim form filled in and signed (see below for procedure).</p>
Impact report/evaluation form	Travel costs and subsistence costs will only be reimbursed once the participant sends his/her Impact report/evaluation form, together with the <b>signed</b> expense claim form.

### 4.2 Costs not covered

<b>SATELLITE does NOT cover</b>	
Accommodation	<p>If you plan to extend your stay in the host city or arrive earlier, you will have to take care of your own accommodation, as SATELLITE will not cover for extra nights.</p> <p>SATELLITE project does not cover costs for extra guests (partners, observers, European Commission officers).</p>
Travel	Extra luggage and parking at the airport will not be covered. Any

	<p>changes in names, places of departure, time of departure will be at participants' own costs.</p> <p>If your municipality is using a travel agency to book your flights, travel agency fees will not be reimbursed.</p>
Catering and public transport	<p>Public transport must always be preferred for transfer to/from the airport. When public transport is available, SATELLITE will not reimburse taxis, unless their use can be justified (remote place of departure/arrival, early or late arrival/departure, mobility problems, etc.). Consult us in advance if you already know about problems with transfer.</p> <p>We will cover your meal costs on your day of arrival for a maximum of <b>€25</b>. Please keep all receipt, proof of purchase, invoice and fill in the provided reimbursement form.</p>
Extra costs	<p>Extra internet or phone costs will not be covered. Personal expenses will not be covered (mini-bar, souvenirs etc.).</p>

### 4.3 Guidelines for the reimbursement procedure

SATELLITE will cover for travel costs: up to €700 per participant and will not reimburse travel costs that exceed this amount. SATELLITE will not cover any costs from a second participant even if the costs occurred are below the limit of €700.

Host cities will receive financial support to cover logistical costs related to the meeting rooms, catering and local transport, SATELLITE will cover up to €500 for hosting a work placement and €700 for hosting the study visit.

Reimbursement will be made on the basis of real-cost covered, this is why invoices and receipt will be required.

#### Procedure for visiting cities:

**Before and during the visit**, ask for and keep all your invoices, in particular:

- Ask for an invoice when purchasing your flight and send it to the consortium after the visit
- Make sure to keep your boarding passes (for electronic boarding passes, save them or make a print screen)
- Local transports and dinner: keep all your invoices and tickets

**After the visit**, fill in the expense claim form (Annex N.4) with the correct figures of your invoices. For *currency translation*, please use the official European Commission website and join a print screen:

[http://ec.europa.eu/budget/contracts\\_grants/info\\_contracts/inforeuro/inforeuro\\_en.cfm](http://ec.europa.eu/budget/contracts_grants/info_contracts/inforeuro/inforeuro_en.cfm)

- If you have to present your personal expenses to your municipality, the municipality

will reimburse you according to its ordinary procedure and will later have to claim cost to SATELLITE using the expenses claim form.

- Attach all your scanned versions of your invoices (including boarding passes and tickets) to the form. Do not forget to indicate your IBAN and BIC/Swift code to sign the expense claim form.
- Send an electronic copy of the form + invoices by email to: [melanie.leroy@eurocities.eu](mailto:melanie.leroy@eurocities.eu) for validation (within the 10-15 days after the study visit) together with your feedback report.
- Once you have received validation, send the original expense claim form and invoices by mail to the following address: **EUROCITIES, Melanie Leroy, Square de Meeus, 1 - 1000 Brussels, Belgium.**
- The payment will take place around 3 weeks after validation of the electronic version of the form.

#### Procedure for hosting cities:

**Before and during the visit**, ask for and keep all your invoices, in particular:

- Ask for an invoice when purchasing a service such as lunch, dinner in a restaurant as well as catering (coffee breaks) and send it to the consortium after the visit
- Make sure to keep relevant documents (for example bus tickets if you take public transport with the visiting cities to go to a visit)

**After the visit**, fill in the expense claim form (Annex N.4) with the correct figures of your invoices. For *currency translation*, please use the official European Commission website and join a print screen:

[http://ec.europa.eu/budget/contracts\\_grants/info\\_contracts/infoeuro/infoeuro\\_en.cfm](http://ec.europa.eu/budget/contracts_grants/info_contracts/infoeuro/infoeuro_en.cfm)

- Attach all your scanned versions of your invoices (including invoices and tickets) to the form. Do not forget to indicate your IBAN and BIC/Swift code to sign the expense claim form.
- Send an electronic copy of the form + invoices by email to: [melanie.leroy@eurocities.eu](mailto:melanie.leroy@eurocities.eu) for validation (within the 10-15 days after the study visit) together with your feedback report.
- Once you have received validation, send the original expense claim form and invoices by mail to the following address: **EUROCITIES, Melanie Leroy, Square de Meeus, 1 - 1000 Brussels, Belgium.**
- The payment will take place around 3 weeks after validation of the electronic version of the form.

## 5 Dissemination activities

### 5.1 Media and social media

Participants are highly encouraged to promote their exchange to the local media. When possible, the SATELLITE team will support you and give you advice on how to maximize the impact.

The SATELLITE consortium is planning to include articles on the peer-to-peer exchanges in the CIVITAS MOVE newsletter; therefore, we might contact you after the visit for an interview or a quote.

During the visit, you are welcome to use Twitter and other forms of social media to promote your exchange; the SATELLITE team will inform you and guide you on the use of a common hashtag.

### 5.2 Pictures

Participants are encouraged to take pictures: For project documentation, it would be good to have a set of (good quality) pictures taken during the visit: work placement and study visit, showing the different formats used: discussion, roundtables, site visits, etc.

The host city will organise that at least a group picture of all participants.

### 5.3 Other channels

SATELLITE will encourage the host and visiting cities to disseminate their experience via other channels, such as:

- Presentation session to your city team (lunchtime teasers)
- Presentation at CIVINETs meetings
- Joint presentation at CIVITAS Forum.

## 6 Checklist and tips

### 6.1 Checklist for the host cities

Activities for the hosts:	To be completed by:
You should receive from the visiting city an outline of the issues/projects it need help with, the learning objectives as well as a biography of the city representative(s).	8 weeks prior to date of visit
<p>Try to understand the visitor's needs and aspirations. Use the information sent by the visiting city to tailor the programme to the needs as much as possible.</p> <p><u>Work placement:</u> Send the <b>draft agenda</b> to EUROCITIES leader for approval and to the visiting city together with a <b>travel and accommodation guide</b>. You will participate in a preparatory call to fine-tune the agenda.</p> <p><u>Study visit:</u> Send the <b>draft agenda</b> to EUROCITIES leader for approval with a <b>travel and accommodation guide</b>.</p>	8-6 weeks prior to date of visit
Try to facilitate the visit. Answer questions, describe clearly and thoroughly your role and way of working, help the observer to explore new ways of working suitable for his or her city. Remember to take advantage of the visitors' experience and ask for recommendations to improve your own ways of working.	Date of visit
<p><u>Work placement:</u> don't forget to discuss the <b>Impact report (Annex 3)</b> on the last day of the visit and start filling it in with the visiting city.</p> <p><u>Study visit:</u> don't forget to discuss the <b>Evaluation form (Annex 5)</b> on the last day of the visit and give time to fill it in for the visiting cities.</p>	Date of visit
Send photos, PPT presentations, and Evaluation form collected from the study visit as well as any other relevant document to EUROCITIES.	At the latest two weeks after the end of the visit

## 6.2 Checklist for the visiting cities

Activities for the visitors:	To be completed by:
Adjust your <b>needs and expectations</b> outlining the measures you would like help with and submit this to the host and to EUROCITIES.	9-8 weeks prior to date of visit
<p>You should receive a draft agenda as well as a travel and accommodations guide from the host city.</p> <p><u>Work placement:</u> You will participate in a preparatory call to fine-tune the agenda.</p> <p><u>Study visit:</u> You are welcome to contact EUROCITIES if you have requests or concerns.</p>	8-6 weeks prior to date of visit
Once the dates are set, <b>book your flights and hotels</b> . In case of any doubt: contact EUROCITIES.	At least 4 weeks prior to date of visit
Take advantage of the hosts' experience. Ask questions, ask for more information, and explore new ideas and ways of working in your home city. Don't forget to take photos and to tweet.	Date of visit
<p>Evaluation form: don't forget to reserve time (no earlier than train/flights) in order to debrief, discuss and fill in</p> <ul style="list-style-type: none"> <li>• the <b>Impact report (Annex 3)</b> for work placement visits</li> <li>• the <b>Evaluation form (Annex 5)</b> for study visits.</li> </ul>	During the visit
Send the <b>Impact report (Annex 3)</b> to EUROCITIES together with an expense claim and supporting documents, the photos and any other relevant documents.	At the latest two weeks after the end of the visit

## 6.3 Final tips

Tips for host cities	Tips for visiting cities
<ul style="list-style-type: none"> <li>• Select a visit date with regard to the availability of colleagues and/or other stakeholders and/or meetings held if you think this might contribute to better answering your visitor's questions.</li> <li>• For the success of the visit, it is essential that you understand the needs of the visitor. If you are not sure, contact the visitor and ask for clarifications.</li> <li>• Try to put together an interesting programme that addresses the visitor's needs. Discuss the agenda with EUROCITIES and the visitor to make sure you agree on the content.</li> <li>• Encourage questions and feedback from the visitor on the work you present, ask for recommendations and improvements.</li> <li>• Take advantage of the visitor's experience to gain new insight into your own work.</li> <li>• Peer-to-peer visits can be the start of a fruitful cooperation. Keep the visitor updated about your current and future work on mobility issues.</li> <li>• Make the visit interactive.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide a thorough and detailed description of what you would like to learn from the visit, while keeping in mind the host's time constraints.</li> <li>• Prior to the visit prepare questions and issues you want to discuss, identify stakeholders you want to meet and/or sites you are interested in visiting.</li> <li>• Think about possible improvements to the work you observe and discuss these with the host.</li> <li>• Make sure you take new insights and ideas home with you, take notes and pictures, ask for informational material, etc.</li> <li>• Peer-to-peer visits can be the start of a close cooperation. Keep the host updated about not only the results and improvements from the visit, but also your work on mobility issues in general.</li> <li>• Be friendly and curious!</li> </ul>

## 7 Annexes

### 7.1 Annex 1 - Call for expression of interest in taking part to SATELLITE peer-to-peer programme

*CIVITAS SATELLITE is an initiative designed to support cities in gaining better access to innovative solutions and to address transport challenges by applying exchange mechanisms for transfer and take-up.*

*Between 2016 and 2020, SATELLITE will organise at least 20 visits, in the form of work placements and study visits, for city representatives willing to learn from each other and to exchange extensively with each other.*

*Participants for these peer-to-peer visits will be selected each year through calls for expression of interest.*

*This call is for:*

- *cities willing to host a SATELLITE work placement or a study visit (form A)*
- *cities willing to take part to a work placement or a study visit (form B)*

#### CIVITAS SATELLITE peer-to-peer activities in a nutshell

- **What is a work placement?**

CIVITAS SATELLITE work placements offer transport professionals hands-on learning experience in another European city that leads in a specific area of sustainable urban mobility. These three-day placements will focus on a concrete topic and respond to a local challenge faced by the applicant/visiting city. The main objective is to transfer practical knowledge and expertise from the host city to help achieve a specific objective. Financial support is available to cover travel and accommodation costs.

- **What is a study visit?**

CIVITAS SATELLITE study visits offer the opportunity for up to 10 city representatives to travel to another European city facing similar challenges in sustainable urban mobility to learn about possible solutions and best practices. These 2,5-3 day study visit will be tailored to the needs of the participating cities and take an interactive approach, to facilitate in-depth exchange, and strengthen cooperation. City representatives will benefit from financial support covering travel and accommodation costs.

- **When will the peer-to-peer activities take place?**

CIVITAS SATELLITE work placements and study visits will take place each year between 2016 and 2020. The exact dates of the visits will be decided in cooperation with the host and the visiting cities, with the support of SATELLITE consortium.

- **Why join CIVITAS SATELLITE peer-to-peer programme?**

If you are a host city, you will...	If you are a visiting city, you will ...
<ul style="list-style-type: none"> <li>• Have the chance to showcase your city's achievements in the field of sustainable urban mobility,</li> <li>• Have the opportunity to exchange on a one-to-one basis with peers,</li> <li>• Be featured on the CIVITAS website and European-wide media outlets through a dedicated article/interview.</li> <li>• Be offered speaker slots at high-level European events.</li> </ul>	<ul style="list-style-type: none"> <li>• Have hands-on experience in another city,</li> <li>• Have the opportunity to exchange on a one-to-one basis with leading peers,</li> <li>• Be promoted on the CIVITAS website and European-wide media outlets as a city committed to sustainable urban mobility.</li> <li>• Be offered speaker slots at European level events.</li> </ul>

- **What will CIVITAS SATELLITE provide in terms of funding and support?**

If you are a host city, you will..	If you are a visiting city, you will...
<ul style="list-style-type: none"> <li>• Receive support in the organisation of the visit (facilitating contacts with visiting city, elaborating the agenda of the visit).</li> <li>• Financial support of up to €500 per work placement and €700 per study visit.</li> </ul>	<ul style="list-style-type: none"> <li>• Financial support up to €700 for travel and accommodation.</li> <li>• Support in the organisation and the follow-up of the visit.</li> </ul>

- **What will be the tasks of cities involved?**

If you are a host city, you will	If you are a visiting city, you will...
<ul style="list-style-type: none"> <li>• Liaise with the CIVITAS SATELLITE team to agree on the objectives of the visit</li> <li>• Develop a work placement / study visit programme, with the support of CIVITAS SATELLITE tailored towards the challenges identified by the visiting city's representative,</li> <li>• Provide documentation outlining the key points of the practices</li> </ul>	<ul style="list-style-type: none"> <li>• Define a detailed request for learning, followed by an online pre-visit survey (for the study visit).</li> <li>• Identify a local challenge faced by their city (for work placement)</li> <li>• Liaise with the SATELLITE team to agree on the objectives of the visit</li> <li>• Write a short Impact report describing new skills acquired</li> <li>• Send all documents required for the</li> </ul>

implemented locally

reimbursement of costs

- Ensure in liaison with CIVITAS SATELLITE team, that all logistical arrangements are put into place

- **Apply!**

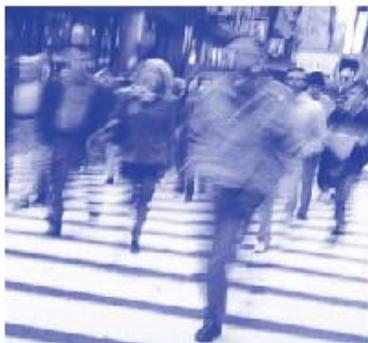
Do you want take part to CIVITAS SATELLITE peer-to-peer exchanges? Please fill in the questionnaire below by [to be completed] and send it back to [peeractivities@civitas.eu](mailto:peeractivities@civitas.eu).

Please note that there are 2 different forms: one for the host cities (form A) and one for the visiting cities (form B), you can apply both as host and as visitor!

- **Contact person:**

If you have any questions, please contact Melanie Leroy: [melanie.leroy@eurocities.eu](mailto:melanie.leroy@eurocities.eu) (+32 2 552 0881)

## 7.2 Annex 2: Agenda template



**2020**  
**CiViTAS**  
Cleaner and better transport in cities

**2020**  
**CiViTAS**  
SATELLITE

THE CIVITAS INITIATIVE  
IS CO-FINANCED BY THE  
EUROPEAN UNION

**SATELLITE**

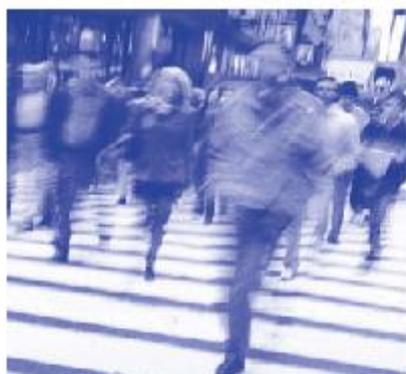


### Agenda Work placement / Study visit

Host city, Date

Project Acronym:	SATELLITE
Full Title:	
Grant Agreement No.:	
Work package:	4
Work package: Transfer, Take-up and exploitation	
Responsible Author(s):	
Responsible Co-Author(s):	
Date:	
Status:	Draft / Final
Dissemination level:	Public/ Confidential

## 7.3 Annex 3: Impact report template



**2020**  
**CiViTAS**  
Cleaner and better transport in cities

**CiViTAS**  
STRONG AND SMART TRANSPORT FOR CITIES  
**SATELLITE**

THE CIVITAS INITIATIVE  
IS CO-FINANCED BY THE  
EUROPEAN UNION.

# SATELLITE



## Impact report

### SATELLITE Work placement

#### Host city

Project Acronym:	SATELLITE
Full Title:	
Grant Agreement No.:	
Work package	4
Work package: Transfer, Take-up and exploitation	
Responsible Author(s):	
Responsible Co-Author(s):	
Date:	
Status:	Draft / Final
Dissemination level:	Public/ Confidential

## 7.4 Annex 4: Expense claim

This Excel form will be available on the Exchange Hub for participants to complete.

### EUROCITIES ASBL

Square de Meeùs, 1  
1000 Brussels

### EXPENSES CLAIM FORM

CLAIMANT: \_\_\_\_\_ DATE: \_\_\_\_\_  
ADDRESS: \_\_\_\_\_  
\_\_\_\_\_

REASON / CONFERENCE TITLE : CIVITAS SATELLITE  
CITY : \_\_\_\_\_  
CONFERENCE DATE : \_\_\_\_\_

**TRANSPORT :**

FLIGHTS:	_____	MILEAGE PAYMENTS:	_____
TRANSFER COSTS (Bus and train):	_____	OTHER:	_____
PARKING / TOLLS :	_____		_____
TAXIS (only if justified):	_____		_____
TOTAL TRANSPORT COSTS :			0,00

**PERSONAL EXPENSES:**

COST OF MEALS:	_____	OTHER:	_____
	_____		_____
TOTAL PERSONAL EXPENSES:			0,00

**FURTHER EXPENSES:**

_____	_____	
_____	_____	
TOTAL FURTHER EXPENSES:		0,00

**OVERALL TOTAL IN EURO:** 0,00

Bank account number of claimant: \_\_\_\_\_

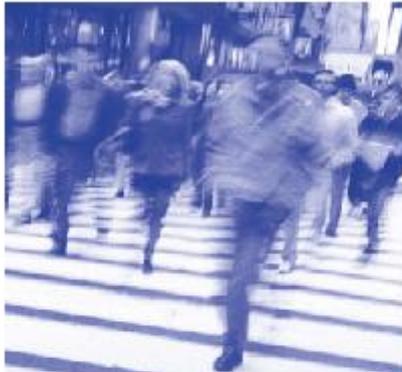
IBAN:

SWIFT/BIC CODE:

FOR EURO CITIES ONLY	Department		Nr Purchase Journal
	Analytic	Account	Amount in Euro
Approval Director 1		Approval Director 2	
Date & means of payment		Financial Journal + Nr	
SIGNATURE OF CLAIMANT			

- In order to be accepted, this document must be submitted duly completed by the end of the relevant month at the latest.  
- All forms must be accompanied by supporting documentation grouped together by expense form fixed to A4 sheets.  
- Reimbursement in relation to this document can only take place if accompanied by the authorising signature.

## 7.5 Annex 5: Evaluation form



**2020**  
**CiViTAS**

Cleaner and better transport in cities




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EUROPEAN UNION

# SATELLITE



## Evaluation form

### Study visit

Host city name

Project Acronym:	SATELLITE
Full Title:	
Grant Agreement No.:	
Work package	<b>4</b>
Work package: Transfer, Take-up and exploitation	
Responsible Author(s):	
Responsible Co-Author(s):	
Date:	
Status:	<b>Draft / Final</b>
Dissemination level:	<b>Public/ Confidential</b>