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# RÖCK


Regeneration and Optimisation  
of Cultural heritage  
in creative and Knowledge cities

## D1.1

# GUIDELINES FOR MENTORING ACTIVITIES

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## **DISCLAIMER**

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## EXECUTIVE SUMMARY / ABSTRACT

These guidelines provide general information and methods on mentoring activities planned through ROCK. ROCK (Regeneration and Optimisation of Cultural heritage in creative and Knowledge cities) is a €10 million project funded by the European Union's Horizon 2020 research and innovation programme. ROCK's mentoring activities aim to gather information and exchange ideas between role-model and replicator cities, to explore new ideas, options and solutions, together with a range of colleagues and local stakeholders, and win their commitment to tackling local needs, gaps or barriers, which have been identified through an extensive survey conducted in August-September 2017.

The core idea behind mentoring activities is that replicator cities benefit from experiences of role model cities to adapt successful and validated practices to their local contexts, as well as to formulate adequate responses to problems already faced by other cities.

These guidelines provide guidance and support on how to use the methodology of 'mentoring' and 'work shadowing' as two different tools for improving the implementation of replicator and role-model cities' policies and/or projects. They explain what mentoring and work shadowing are and how to successfully organise such activities.

After reading these guidelines, the ten cities participating in the mentoring activities should be able to prepare, run and follow-up the mentoring and work-shadowing visits they will host or participate in, together with EUROCITIES.

The annex of these guidelines specifically addresses stakeholders who will take part in the mentoring and work-shadowing visits organised in the framework of ROCK, and indicates what is expected from them.

The guidelines for mentoring activities will be completed with a training webinar organised by EUROCITIES on 6 September 2017 with the support of an external expert. The guidelines will be presented on this occasion and the methodology will be explained. Participants will have the opportunity to ask their questions on ROCK mentoring activities.

## SCOPE

The present deliverable, D1.1 Guidelines for mentoring activities, has been prepared by EUROCITIES with input from the ROCK partners (notably, COBO, ICLEI), to provide general information and guidance on how to prepare, run and follow-up the three mentoring visits and three work-shadowing visits organised in the framework of ROCK's first work package. The results of these activities will feed into the integrated management plans prepared as part of WP2.



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## GUIDELINES FOR MENTORING ACTIVITIES

These guidelines give guidance and support on how to use the peer-learning methods of mentoring and work-shadowing as tools for improving the implementation of your cities' policies. They explain what mentoring and work-shadowing are and how you can successfully organise and participate in mentoring and work-shadowing visits.

These guidelines aim to introduce the mentoring methodology to city experts and decision makers. After reading these guidelines you should be able to participate in, organise and conduct peer-learning visits during and after the ROCK project.

### What is ROCK

#### Objectives

ROCK (Regeneration and Optimisation of Cultural heritage in creative and Knowledge cities) is a €10 million project funded by the European Union's Horizon 2020 research and innovation programme. The objective of ROCK is to support the transformation of three historic city centres (in Bologna, Lisbon and Skopje) into creative and sustainable districts. These districts should be characterised by: clustered economies, lively creative industries, adequate financial wealth, presence of markets sensitive to new artistic expressions, and cultural institutions active in the promotion of cultural events.

Adopting a multi-level collaborative and systemic approach that boosts the exploitation of cultural heritage as a powerful environmental catalyst for regeneration, sustainable development, and economic growth, ROCK will produce outputs related to three main domains of innovation: organisational, technological and social innovation.

Seven role-model cities with renowned experience of heritage-led urban regeneration will support replicator cities: Athens, Cluj-Napoca, Eindhoven, Liverpool, Lyon, Turin and Vilnius. The replicability and effectiveness of the tools and policies developed in these cities will be tested in the three replicator cities, taking their specific historic context and local needs into account.

#### ROCK peer-learning activities: objective transferability between cities

To enhance knowledge exchange between cities dealing with similar challenges, ROCK will set up two types of practice-oriented peer-learning activities: mentoring and work-shadowing.

To make the models developed in role-model cities replicable, the role-model cities will share lessons learned and local experiences with replicator cities, through a mentoring process. This process will help replicator cities benefit from practical knowledge in terms of policy-making and project implementation. At the same time the role-model city can use the mentoring process to receive feedback and input from the participants on how to further elaborate / improve their own approach (receive external reflection concerning challenges, problems, tools and methods, etc.).

The objectives are to foster the transfer of excellent practices in the field of cultural heritage and sustainable planning between cities. This process requires a methodology to determine whether and how such practices can be transferred from one place to another. The use of a transferability methodology provides an opportunity to learn from the previous experience of implementation, to better exploit opportunities and to avoid repeating mistakes.

To develop this mentoring methodology for ROCK we built on our experience of EU-funded peer-learning projects for cities. These include: CASCADE ([www.cascade-project.eu](http://www.cascade-project.eu)), Implementoring (<http://bit.ly/2xMQ42k>) and Culture for cities and Regions ([www.cultureforcitiesandregions.eu](http://www.cultureforcitiesandregions.eu)).

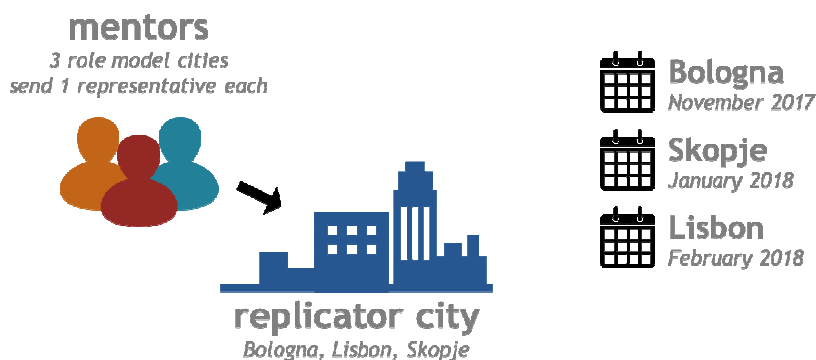
Two types of practice-oriented peer-to-peer learning activities will be set up for ROCK:

- Mentoring visits during which city representatives visit another city and provide advice and guidance to their peers on identified issues;
- Work-shadowing visits when representatives from replicator cities spend time in role-model cities to facilitate the learning process and sharing of experience and knowledge between cities.

## Mentoring

### The basics of mentoring

#### What is mentoring?



Mentoring is understood as Replicator Cities learning from Role-Model Cities and their local experience (i.e. what worked, what did not work, what could be done differently etc.) for overcoming existing problems, by building an understanding of the issues, situations and challenges and exploring new ideas, options and solutions.

Mentoring will help replicator cities realise their strengths and potential, take account of possible challenges and issues, and identify opportunities for funding or solutions for provision of support. Mentoring will help replicator cities carry out the initiatives related to heritage-led urban regeneration that they may want to implement during the ROCK project. Based on role model cities background, representatives from role model cities will act as investigators and will use the mentoring visits as an opportunity to gain insights into the specific situation of replicator cities.

#### Objectives

The objectives of mentoring are to: arrange transfer of knowledge and experiences to the replicator city through reflective approaches; lead to better organization, decision making, implementation, better vision and planning; improve/fine-tune strategy, for processes and/or specific policies or projects; foster a participative approach. It is not about imposing solutions but rather about jointly seeking and inspiring new local approaches.

The mentoring visit aims to gather information and exchange ideas, to change attitudes locally, among a range of colleagues and stakeholders, and win their commitment to tackling the gaps or barriers, which have been previously identified. Arriving in the implementing city, the mentor with the facilitator will have three main objectives:

- Interactive enquiry: to test and develop with local actors the ideas which role-model cities and the replicator city formed provisionally in advance.



- Help the replicator city prepare the ground locally for change.
- Reviewing and endorsing the action plan showing how the replicator city will achieve that change.

## ROCK mentoring visits

### In a nutshell

- Role-model cities visiting their replicator city to mentor on identified topics.
- One representative per role model city goes to replicator cities.
- Three mentoring visits will take place between November 2017 and February 2018.
- Preparation of each visit will be done by phone or online during webinars.
- The visit is carried out by one representative of up to three role-model cities and EUROCIITIES. For some visits, another partner city (or cities) may join the visit with observer status.
- A year after ROCK's first mentoring visits, EUROCIITIES will organise a follow-up visit to acknowledge what set of actions has been implemented in replicator cities thanks to the first mentoring visits.

### The four-step strategy

#### **1. Match-making**

The right match between a host a mentor is key to the success of the mentoring process. It is important that the professional roles and responsibilities, the institutional framework and the level of expertise are a close match.

Match-making will be based on identified needs and barriers in replicator cities, pairing them with up to three role models with the right assets and expertise to tackle these needs and provide guidance on how to overcome these challenges.

#### **2. Preparation**

For the mentors, it is important to understand the replicator cities' needs and aspirations. The needs assessment survey prepared by EUROCIITIES and filled out by replicator cities between August and September 2017 will be used to develop tailored programme of the visits.

The needs assessment survey is meant to:

- help the role-model city team prepare the reflective analysis on which to test hypotheses during the mentoring visit;
- prepare relevant information and examples how they would respond to the needs and with which stakeholders should be involved

The purpose of the needs assessment is to produce insightful data on the needs of the replicator cities to be mentored, allowing the mentoring teams to calibrate the supporting tools and services they are producing to help them.

Based on the documents and information provided by the replicator cities, the mentoring city team will draft a short paper outlining their interpretation of the key needs and priorities for mentoring and outlining key hypotheses prior to the on-site visit. The different sessions of the visit will be built around these clearly identified needs. EUROCIITIES will provide a template for this short paper. The paper will be shared with the replicator cities and will be open for comments/amendments, so that objectives are clear and shared by mentors, facilitators and replicator cities.

This exchange process will also serve the purpose of establishing a more accurate shared understanding of the needs assessment, and refine the agenda of the mentoring visit.

### 3. The mentoring visit

The mentoring visit is more than a means to gather information and exchange ideas. A visit by an international team may help to change attitudes to the highlighted challenges, both within your authority and among stakeholders. It may give those issues a higher profile. The mentoring visit may encourage actors inside and outside your city administration to join forces to support the change you envisage. With a long-term view in mind, the visit could local actors to get involved in designing your action plan for change, but also to help implementing it. The visit is an important opportunity to set the scene for change.

The purpose of mentoring is to provide key ideas, clarify the main concepts, and propose an informed approach to the local team. Mentoring will neither deliver ready-made solutions nor import what has been done in another city. The expertise brought in should favour the emergence of locally-grounded ideas rather than importing solutions. The knowledge of other practices (coming from the mentoring team) should be distilled to inspire and critically assess the local situation.

Given the short period available for the visit, mentoring should focus on refining the strategic vision of the replicator city for its policies, programmes and projects linked to heritage-led urban regeneration. Mentoring will seek to provide the general approach for future implementation but will not deal with this aspect directly.

As such, the main interlocutors of the mentoring team should be a team of city officials and policy-makers (from the relevant service(s) for the mentoring theme).

The involvement of a broader range of stakeholders will be discussed on an ad-hoc basis. The methodology foresees specific sessions during the on-site visit where discussions with targeted stakeholders can take place. The mentoring team will act as an investigator and will engage in discussions with local stakeholders, providing their feedback through ideas, suggestions and lessons learned; the objective is to transfer a fresh and innovative approach.

#### Format

The on-site mentoring visit ought to follow the narrative suggested below, with room for adaptations to each visit.

- 2 to 3 full days
- Mix of internal meetings, interviews with key local actors, workshops and field visits
- Focusing on maximum 2 local challenges ('mentoring themes')
- Will include: briefing by the replicator city; discussion of the action plan with key actors, review of benchmark and draft action plan, first endorsement of the action plan

**Outline indicative programme (the final programme for each visit will be adapted to the specific local context and to the city's needs)**

Time	Activity	Who
<b>Arrival day</b>		
	Arrival of mentoring team and dinner	
<b>Day one – Introduction, getting to know the local context and key local challenges</b>		
1/ Introduction morning		
9.00-9.30	Coffee, roundtable and introduction of	All

	everyone	
9.30-10.00	Briefing on mentoring visits methodology	EUROCITIES
10.00-10.45	Briefing on local context, needs and expectations, objectives and working areas of mentoring (identified by the host city). This can be done at political level (Mayor or deputy-mayor)	Replicator city
10.45-11.30	Reflective understanding and analysis of needs, expectations and objectives	Mentors
11.30-12.30	Exchanges and synthesis	All
12.30-13.30	Lunch	
<b>2/ Field visits on mentoring theme #1</b>		
13.30-17.00	Study visits: meetings with relevant stakeholders, testing various mentoring hypotheses	All
<b>3/ Conclusions of the day</b>		
17.00-18.00	Conclusions of the day: debriefing and synthesis to reflect on the working hypothesis stated in the morning	All
18.00-19.00	Time for mentors to reflect on the conclusions of the day and prepare recommendations	Mentors
19.00	Free time and dinner	
<b>Day two – Focus on local challenges, meetings continue</b>		
<b>5/ Political and technical meetings</b>		
9.00-12.30	Presentations on various initiatives in the city and structured discussions with the mentoring team	All
12.30	Lunch	
<b>6/ Field visits on mentoring theme #2</b>		
13.30-17.00	Visit to different sites: discussions with stakeholders, testing of various mentoring hypotheses, considering what was seen and said the previous day	All
17.00-18.00	Time for mentors to reflect and prepare the conclusion session	Mentors
19.00	Dinner – Informal gathering with local stakeholders, networking event	This would be an opportunity for an open meeting with visitors/mentors

		and stakeholders
<b>Day three - conclusions and recommendations by the mentoring team</b>		
7/ Findings & Recommendations		
9.00-10.00	Review of findings from the visit and preparation of draft recommendations	Mentoring team
10.00-11.30	Presentation/discussion of recommendations with key local officers	Mentoring team and replicator city
11.30-12.30	Finalisation of recommendations and action plan/roadmap	Mentoring team and replicator city
12.30	Lunch and departure of mentors	All

#### 4. Follow-up

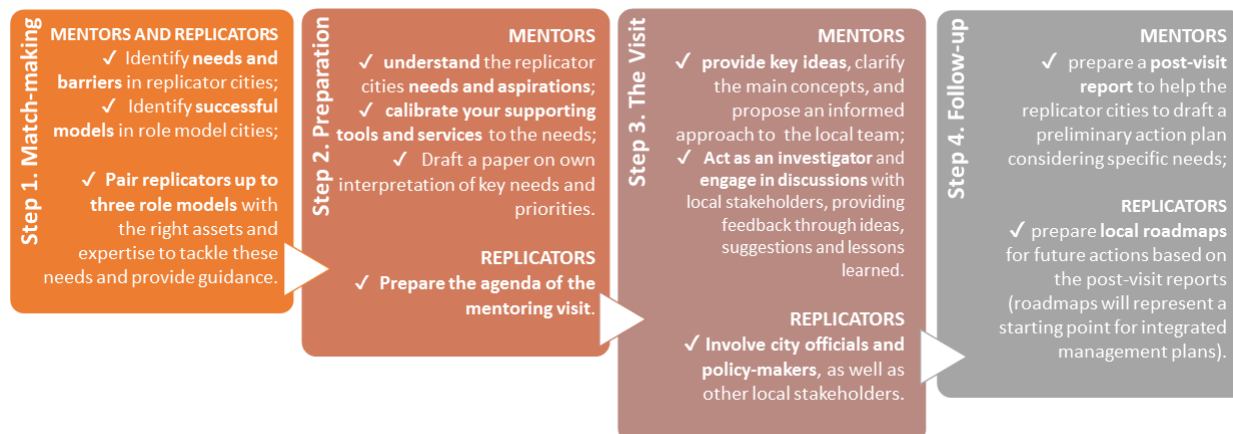
After the mentoring visit, the mentors and facilitators will write a mentoring visit report. This report will take into account: the specific needs identified before the visit; the discussions held during the mentoring visit about potential transferability of best practices and lessons learned; and concrete and tailor-made recommendations to the replicator city. This report will help the replicator city develop future actions. Recommendations and observations by mentors may not always require heavy investments from cities but could as well focus on ‘soft’ actions (for example: changing working methods). The post-visit report can contain actions that replicator cities can use when preparing their local roadmaps for future actions. These roadmaps will represent a starting point for replicator cities to develop integrated management plans (WP2 – task 2.3) to overcome challenges and barriers.

Local roadmaps should include:

- Key learning points from both sides
- Planned monitoring and indicators to document future results and impacts
- An action plan outlining the next steps to be implemented (with timeline and funding), and a list of actions when possible. Expected results/change, objectives, actions, milestones, outputs and indicators are central elements of an action plan and agreeing on all of them is a crucial part of the action planning process. The action plan should be limited to a few key realistic goals that lie within the city’s control, distinguish between short, medium and long term goals, and distinguish between actions with no cost and those that will need funding.

The local roadmaps should be feasible and foresee processes and actions involving local stakeholders inasmuch as possible; they should also define specific roles and responsibilities. In principle, the roadmaps should be made available publicly (with the possibility to adapt/erase sensitive information – so two versions in this case).

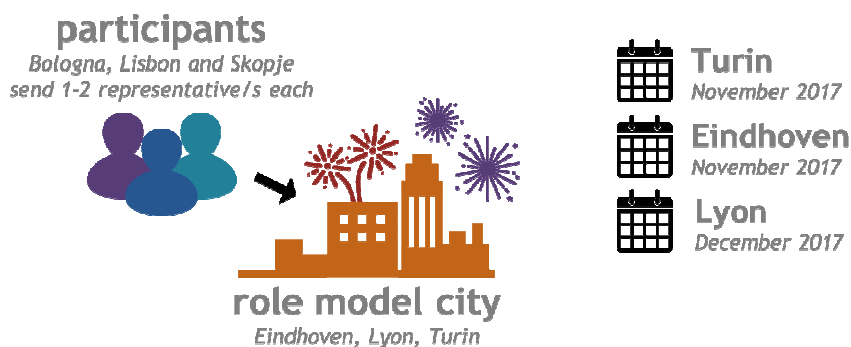
### Mentoring visits in a nutshell:



## Work-shadowing

### The basics of work-shadowing

#### What is work-shadowing?



Work shadowing is a method to learn and exchange professional experience and knowledge about good practice and initiatives in a role model city. It involves one or two persons from replicator cities spending a period of time with experts from a role model city working in the same field or on similar projects, observing what they do in their professional role, and how.

#### Objectives

The objective of a work-shadowing visit is to facilitate a transfer of expertise by observing first-hand how things are done elsewhere, thus, providing inspiration and new ideas of working methods and their application. During work-shadowing visits, visitors learn from the experience of their host, but also from other participants from different cities. Together they discuss whether and how successful initiative can be transferred to other contexts.

Work shadowing allows visitors to observe directly, ask promptly and discuss ideas on site with a person of similar responsibilities. It makes visitors gain experience and fresh insights into specific professional roles, actions and methods employed therein. This can be useful when new tasks or methodologies are introduced in a professional field. By observing a host city with greater experience and/or in a different institutional setting, the work shadowing method allows 'seeing behind the curtain'. Due to the intense time the participants spend together, visitors can develop a deeper understanding of the methods and strategies used by the host.

The benefit for the host is to have the opportunity to engage in a dialogue with visitors about local projects and initiatives, and reflect together on how these could be further developed and improved. The host can discuss his or her field of work, tasks and how things work in their institutions. Answering the visitors' questions and discussing different possibilities might give you ideas about how to improve strategies, projects and/or working methods.

## **ROCK work-shadowing visits**

### In a nutshell

- Replicator cities visiting a host city on identified topics.
- One or two representatives from each replicator city visit a role model city
- Three work-shadowing visits will take place between November and December 2017.
- Preparation of each visit will be done by phone or online during webinars.
- The visit is carried out by one or two representatives of the three replicator cities and EUROCITIES. For some visits, another partner city (or cities) may join the visit with observer status.

### The four-steps strategy

#### **1. Match-making**

The right visitor-host matchmaking is essential for a successful and fruitful work shadowing. As mentioned before, this is the peer-learning method where the participants spend most time with each other. What is important is that the professional roles and responsibilities of host's representatives and visitors, as well as the institutional framework and the level of expertise are a close match. Furthermore, it might be beneficial if participants define precise topics or projects to exchange on during the visit, to avoid a rather broad and general visit. This allows also to focus on concrete political and organisational role and practice.

#### **2. Preparation**

It is important that the visitors describe as thoroughly and specifically as possible the initiatives/projects they are interested in transferring to their own local context, according to their local challenges and needs. To achieve this, a two to four-page document outlining local challenges and learning objectives should be prepared and submitted to the host adequately before (ideally two months prior to) the visit.

For the host, it is essential to understand the visitors' needs and aspirations. The document sent by the visitors should be used to tailor the programme of the visit as much as possible.

A work shadowing can last two to three days on average, but the duration can vary depending on the visitors/host team's needs and time constraints. A work shadowing involving politicians for example could be much shorter because of busy schedules.

To facilitate the visit for the visitors, the host should provide a travel and accommodation guide as well a draft agenda prior to the visit and give organisational support. The visitor will prepare in detail questions or issues to be discussed. Therefore, it is necessary to get in advance information about other persons, departments or external stakeholders involved in host city's cultural heritage and sustainable regeneration policies.

#### **3. The work-shadowing visit**

The programme should always allow an initial introduction to describe ones' skills, tasks and responsibilities and further clarify visitors' interests and needs.

The following days can look very different from visit to visit as the programme is fully dependent on the topic of the visit. It might cover an introductory presentation by the host of a specific issue/project, the visitor's participation in relevant meetings, site visits, meetings and discussions between the visitor and other stakeholders, to give just some examples. The final programme is up to the host's creative ideas and the visitor's needs.

During the visit, the visitor should take advantage of the host's experience: ask questions, ask for more information, and explore new ideas and ways of working in his/her home city. This will help to get as much as possible out of the visit. However, it is of great importance that the visitor is an attentive listener as well.

For the host, it is important to be as accommodating as possible: answer questions, describe clearly and thoroughly roles, responsibilities and working methods, and help the visitor to explore new ways and options for working adaptable to the situation at home.

The other way around, the host should also remember to take advantage of the visitor's experience and ask for recommendations to improve his/her city's projects and ways of working.

**Outline indicative programme (the final programme for each visit will be adapted to the specific local context and to the city's needs)**

Time	Activity	Who
<b>Arrival day</b>		
	Arrival of visitors and dinner	
<b>Day one: introduction, getting to know the local context</b>		
1/ Introduction morning and working session on topic 1		
9.00	Coffee, roundtable and introduction of everyone	EUROCITIES as facilitator
9.30-9.45	Briefing on work-shadowing visits methodology	EUROCITIES
9.45-10.15	Briefing on the local context in the role model city, interests and needs of visitors  Exchange on expectations from the visit  Going through the agenda	Role model city, visitors, EUROCITIES as facilitator
10.15-10.30	Coffee break	
10.30-12.00	<b>Working session on topic 1</b> Political level meeting  Concrete examples and challenges from the role model city, discuss transferability potential	Role model city's political decision-makers, representatives of local initiatives or projects  Role model city, visitors, EUROCITIES
12.00-13.00	Lunch	
2/ Site visits		
13.30-17.00	Site visits to relevant places/initiatives related to the	Role model city, local stakeholders, visitors, EUROCITIES

	theme of the day, and discussions with local stakeholders.	
3/ Conclusions		
17.00-18.00	Debriefing and synthesis – questions from visitors	Role model city and visitors' dialogue EUROCITIES
19.00	Free time and dinner	
<b>Day two: working sessions continues, conclusions and action planning</b>		
4/ Introduction of the day and working session on topic 2		
9.00-9.30	Review of objectives of the day, remaining questions	Role model city and visitors' dialogue EUROCITIES
9.30-11.00	<b>Working session on topic 2</b> Concrete examples and challenges from the role model city	Role model city and visitors, local stakeholders and policy-makers EUROCITIES
11.00-11.15	Coffee break	
11.15-12.15	Policy-transfer session* *adapted to the group	Role model city, visitors, EUROCITIES
12.15-13.30	Lunch	
5/ Site visits		
13.30-16.00	A day in the life of a local practitioner: visit to different sites, interviews, focus group* *adapted to the group	Role model city, visitors, EUROCITIES, local actors
16.00-17.30	Action planning session: take aways and next steps for visitors – wrap-up and conclusions of the visit	Role model city and visitors
17.30-18.00	AOB	
18.00	Dinner and/or departure from visitors	

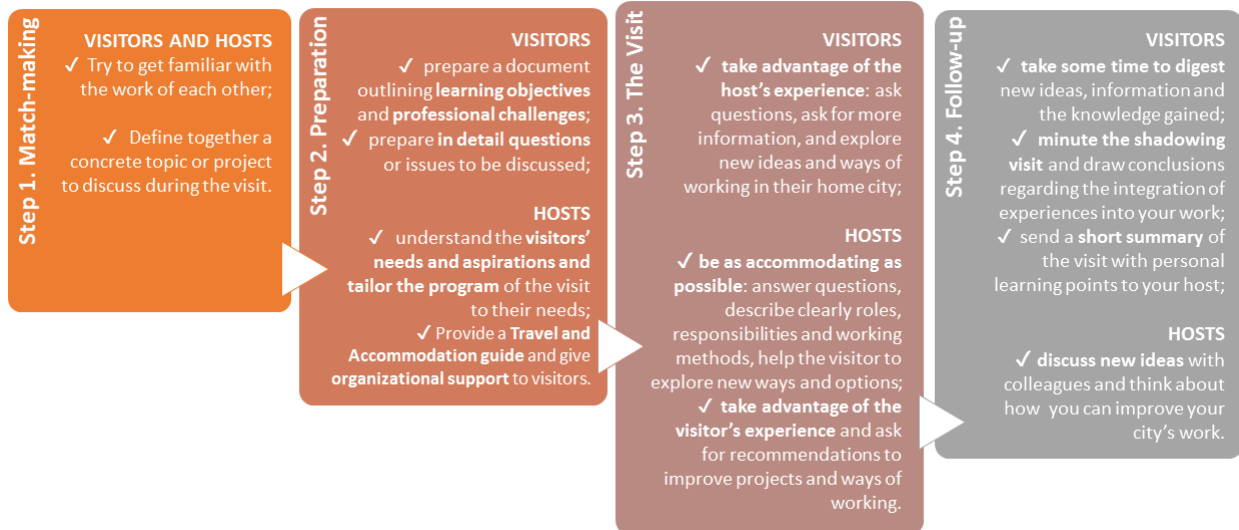
#### 4. Follow-up

Back home, the visitor might need some time to digest the new ideas, information and the knowledge gained. Therefore, it might be helpful to minute the shadowing visit and draw conclusions regarding the integration of experiences into the work of his/her own city. These findings and ideas should be presented to relevant colleagues, institutions and departments through bilateral meetings or a workshop. Finally, the visitor will send his hosts a short summary of the visit with personal learning points. This summary should also include information on what has been seen and what has been learned in the host city, and how this could be transferred to the replicator's local context.



The exchange with the visitor could provoke new ideas on the host's side as well. If that is the case, the visitor should discuss them with colleagues and think about how they might improve their city's work.

Work-shadowing visits in a nutshell:



## Follow-up and communication

It is important to think about the communication and dissemination aspect of the events.

### *Who does what?*

EUROCITIES will participate in all events and act as a rapporteur, with the responsibility to write a short article for the ROCK website summarising what has been discussed during the event, and generate awareness through the social media.

Host city can invite their local media to write a review of the visit. The reports from each mentoring visits will be made available on the ROCK website and shared through various communication channels. Articles in the local language are of course encouraged and can be translated for the project's records.

Visitors are responsible for writing a short report with their observations and conclusions from the visit, and should also make sure to take notes and pictures during the visit and share relevant on the social media all relevant lessons learnt.

## Calendar of events

What	Where	When	Related event
Work-shadowing visit	Turin	6-7 November 2017	<a href="#">Artissima</a>
Work-shadowing visit	Eindhoven	16-17 November 2017	<a href="#">GLOW festival</a>
Mentoring visit	Bologna	24-26 November 2017	<a href="#">Bilbolbul festival</a>
Work-shadowing visit	Lyon	7-10 December 2017	<a href="#">Fête des Lumières</a>
Mentoring visit	Skopje	January 2018	TBC
Mentoring visit	Lisbon	February 2018	TBC

<b>Tips for successful peer-learning visits</b>	
<b>Before the visit</b>	<b>Who?</b>
<ul style="list-style-type: none"> <li>Identify and describe your need(s) for support as thoroughly and in as much detail as possible, while keeping in mind the time constraints of the visit. For the success of the visit it is essential that your mentor understands your needs.</li> </ul>	Host city
<ul style="list-style-type: none"> <li>Share as much information and documents in advance with your visitors as possible, so they can see the bigger local picture – do not forget to provide information on the local cultural/cultural heritage landscape.</li> </ul>	Host city
<ul style="list-style-type: none"> <li>Select a date with regards to the availability of colleagues and/or other stakeholders and/or meetings, events held if you think this might contribute to better answering visitor's questions.</li> </ul>	Host city
<ul style="list-style-type: none"> <li>Put together an interesting programme that makes your visitors understand your local realities, successes and needs for improvement. Discuss the agenda with the visitors prior to the visit to make sure you both agree on the content and its contribution to the visitor's questions.</li> </ul>	Host city
<ul style="list-style-type: none"> <li>When hosting a visit, identify the relevant colleagues and stakeholders to invite. Think broadly: culture and environment departments should be involved, but also urban planning, transport etc. Stakeholders could come from the private and non-profit sectors, from cultural institutions, academia etc.</li> <li>Do not hesitate to invite political representatives and decision-makers to participate in the visit. The messages and results shared during the visit will be carried to the political level in a faster way if they are able to input as well while visitors are onsite.</li> </ul>	Host city
<ul style="list-style-type: none"> <li>Visitors should prepare questions and list aspects they want to talk about stakeholders they want to meet and/or sites they wish to visit.</li> </ul>	Participants
<b>During the visit</b>	<b>Who?</b>

<ul style="list-style-type: none"> <li>• Introduce all participants at the beginning of each session.</li> </ul>	EUROCITIES, facilitator
<ul style="list-style-type: none"> <li>• It is essential that all participants are able to communicate comfortably in English - translation can be provided, but make sure you have the budget for it!</li> </ul>	Host city, participants
<ul style="list-style-type: none"> <li>• Allow time for a context session: the visitors need to have the most precise picture of your local context to be able to make observations and concrete and adapted recommendations.</li> </ul>	Host city, facilitator
<ul style="list-style-type: none"> <li>• Make sure that there is enough time in the agenda for discussions, to reflect properly and get feedback also from the hosts. Don't try to fill in the agenda more than needed - Less is more!</li> </ul>	Host city, EUROCITIES
<ul style="list-style-type: none"> <li>• Encourage questions and feedback from the visitors on the work you present, ask for recommendations for improvements.</li> </ul>	All, facilitator
<ul style="list-style-type: none"> <li>• Take advantage of the visitor's experience to get a new insight on your own work.</li> </ul>	Host city
<ul style="list-style-type: none"> <li>• Leave some time at the end of the day for visitors to reflect on what they have seen and discussed and what they will work on the next day.</li> </ul>	Facilitator, EUROCITIES
<b>After the visit</b>	<b>Who?</b>
<ul style="list-style-type: none"> <li>• Think about possible improvements of the work you observe and discuss it with your mentor or visitors.</li> </ul>	Host city
<ul style="list-style-type: none"> <li>• Share your visitors' observations and recommendations with relevant colleagues and stakeholders.</li> </ul>	Host city
<ul style="list-style-type: none"> <li>• Make sure you take new insights and ideas home with you, take notes and pictures, ask for informational material, etc.</li> </ul>	Participants
<ul style="list-style-type: none"> <li>• Keep the host updated not only regarding the results and improvements from the visit, but about your work on heritage.</li> </ul>	Participants

## ANNEX: ROCK'S LOCAL STAKEHOLDERS GUIDE TO MENTORING ACTIVITIES

This guide gives you guidance and support on what is expected from you as a local stakeholder while taking part in a mentoring or work-shadowing visit organised by your city administration in the context of the EU-funded [ROCK project](#). It explains what mentoring and work-shadowing are and how you can successfully participate in mentoring and work-shadowing visits.

### What is ROCK?

ROCK is a European-funded project aiming to support the transformation of three historic city centres (in Bologna, Lisbon and Skopje – replicator cities) into creative and sustainable districts. These districts should be characterised by: clustered economies, lively creative industries, adequate financial wealth, presence of markets sensitive to new artistic expressions, cultural institutions active in the promotion of cultural events.

The three replicator cities will be supported by seven role-model cities with renowned experience of heritage-led urban regeneration: Athens, Cluj-Napoca, Eindhoven, Liverpool, Lyon, Turin and Vilnius. The replicability and effectiveness of the tools and policies developed in these cities will be tested in the replicator cities, taking into account their specific historic context and local needs.

To enhance knowledge exchange between cities dealing with similar challenges and make the models developed in role-model cities replicable, ROCK will set up two types of practice-oriented peer-learning activities, where cities will share lessons learned and local successes and challenges: mentoring visits and work-shadowing visits. The objectives are to foster the transfer of excellent practices between cities on cultural heritage.

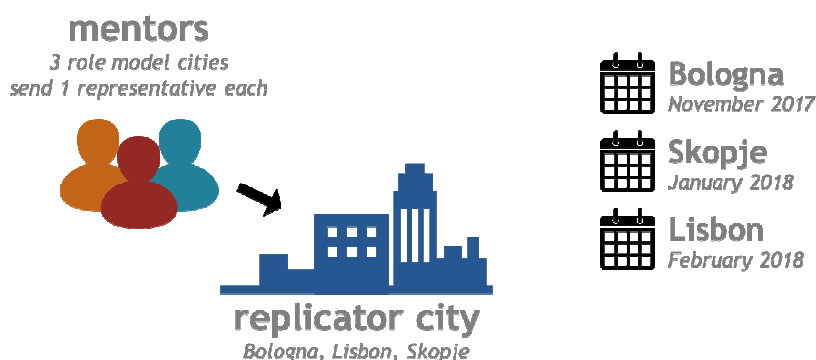
### What are ROCK peer learning activities? 2 different sorts of mentoring visits

Two types of practice-oriented peer-to-peer learning activities will be set up:

- Mentoring visits during which city representatives visit another city and provide advice and guidance to their peers on identified issues;
- Work-shadowing visits when representatives from replicator cities spend time in role-model cities to facilitate the learning process and sharing of experience and knowledge between cities.

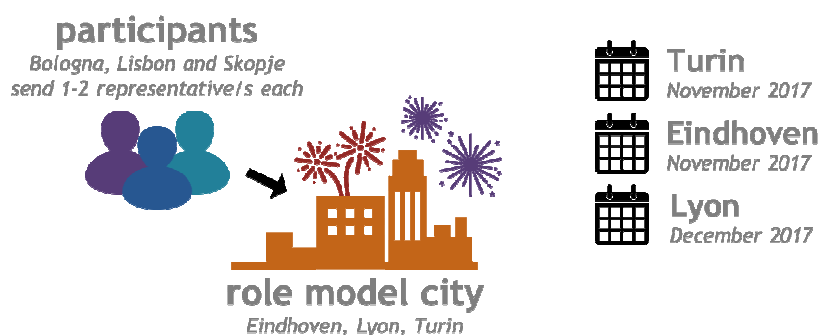
The format for the mentoring and work-shadowing visits are a mix of on-site visits, interviews with local stakeholders, workshops and feedback meetings.

### Mentoring



Mentoring is understood as replicator cities learning from role-model cities and their local experience (i.e. what worked, what did not work, what could be done differently etc.) for overcoming existing problems, by building an understanding of the issues, situations and challenges and exploring new ideas, options and solutions together. The objectives of mentoring are to: arrange transfer of knowledge and experiences to the replicator city through reflective approaches; lead to better organization, decision making, implementation, better vision and planning; improving/fine-tuning strategy, for processes and/or specific policies or projects; foster a participative approach. It is not about imposing solutions but rather about jointly seeking and inspiring new local approaches.

### Work-shadowing



Work shadowing is a method to learn and exchange professional experience and knowledge. It involves one or two persons from one city spending a period of time with one (or more) peer(s) from another city working in the same field or on a similar project, observing what they do in their professional role. The objective of a work-shadowing visit is to facilitate a transfer of expertise by observing first-hand how things are done elsewhere, thus, providing inspiration and new ideas of working methods.

### What are the differences between mentoring and work-shadowing visits?

Mentoring visits	Work-shadowing visits
Role-model cities visit replicator cities to help and advise on identified topics.	Replicator cities visit a role-model city on identified topics.
Three mentoring visits will take place between November 2017 and February 2018 in Bologna, Lisbon and Skopje.	Three work-shadowing visits will take place between November and December 2017 in Turin, Eindhoven and Lyon.
The visit is carried out by one representative of up to three role-model cities and EUROCITIES representatives.	The visit is carried out by one or two representatives of the three replicator cities and EUROCITIES. For some visits, another partner city (or cities) may join the visit with observer status.
A year after ROCK's first mentoring visits, EUROCITIES will organise a follow-up visit to acknowledge what set of actions has been implemented in replicator cities thanks to the first mentoring visits.	A report will be prepared by visitors and will present their main learning points.



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## Your role as a local stakeholder during mentoring activities

Mentoring activities are more than a means to gather information and exchange ideas. The visit is an important opportunity to set the scene for change in your city.

As an expert in your field, you (from the role model city) are expected to provide the most accurate information for the visitor (from the replicator city) to clearly understand the local context in your city. Visitors will ask precise and open questions, be prepared to answer them (about the governance of the visited structure, the relations with the city administration, the budget, the staff etc.).

Depending on their hands-on experiences, visitors will bring practical knowledge about specific topics. They will act as 'critical friends' and will ensure that new ideas emerge through a positive dialogue. Please be open and as honest as possible in your answers and do not hesitate to prepare questions for your guests so you also benefit from their knowledge and experience.

The exact format of stakeholder's participation in the visit will be decided on an ad hoc basis during the preparation phase: while in some cases a formal presentation on a specific topic might be relevant, in most cases we expect the discussions to be strongly participatory and involve all participants as much as possible. Do not hesitate to bring extra documentation for visitors. Discussions will be facilitated by a moderator (from EURO CITIES).