RESIST

Transfer Methodology to Twins

Deliverable 1.2

06 January 2025

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[1] **R**=Document, report; **DEM**=Demonstrator, pilot, prototype; **DEC**=website, patent fillings, videos, etc.; **OTHER**=other
[2] **PU**=Public, **CO**=Confidential, only for members of the consortium (including the Commission Services), **CI**=Classified

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1 Introduction

1.1 Project context

RESIST is a five-year EU-funded project designed to enhance the resilience of regions to climate change. The project addresses the real challenges and needs of twelve climate-vulnerable regions in Europe, each with distinct socioeconomic profiles. These regions include Southwest Finland (Finland), Central Denmark (Denmark), Catalonia (Spain), Central Portugal (Portugal), Normandy (France), Eastern Macedonia and Thrace (Greece), Blekinge (Sweden), Zemgale (Latvia), Puglia (Italy), Baixo Alentejo (Portugal), Vesterålen (Norway), and Extremadura (Spain).

As part of the project, adaptation solutions developed by RESIST regions are transferred to other "receiving" regions. While some more advanced regions (Large Scale Demonstrator Regions) — namely Southwest Finland, Central Denmark, Catalonia, and Central Portugal — were pre-selected as providing regions, any region within the project could choose to offer solutions for transfer.

This five-step methodology was developed to guide the transfer process among the regions of the RESIST project. It supports the regions in developing a clear understanding of their innovative solutions, to understand differences and similarities with other regions, and to adapt the innovative solutions to the receiving regions' needs and contexts. It is therefore closely linked to Work Package 3, namely to the tasks T3.1, T3.2, T3.3, and T3.4, which include the large-scale demonstrator and twinning activities for climate-resilient innovation and their transfer. Furthermore, it serves as a guidance document for regions when developing their Transfer Plans (D3.4, D3.12, D3.19, D3.24).

The application of this methodology to the RESIST transfers will be evaluated and prepared for reuse in other regions. This methodology is therefore designed to be applicable not only to the RESIST project context, but more generally to any transfer of climate adaptation solutions between regions. It lays the ground for the later deliverable "D1.3 Framework for transfer to other regions".

1.2 Theoretical background

The following transfer methodology is based on scientific insights from the field of knowledge transfer, particularly its sub-fields of policy transfer and technology transfer. These fields of research are concerned with the movement and transformation of technologies/policies between contexts. A context can be understood as a factor that interacts with technology/policy and affects the outcome of the transfer (Moore et al. 2021). Examples of contexts include, but are not limited to, societal, climatic, spatial, and institutional factors. In the case of the RESIST project, climate change adaptation solutions are being transferred from a providing to a recipient region, thus being transferred to new contexts.

In the context of climate change, the scientific literature on technology/policy transfer tends to focus on transfers between the Global North and Global South (Agnelli et al. 2022). Literature on technology/policy transfer between regions of the Global North, such as in the case of the RESIST

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project, is widely lacking. One potential reason for this gap is the highly individualised nature of technology/policy solutions, which does not allow a “one-size-fits-all” approach in transferring (Adler et al. 2018).

Insights from the policy transfer literature suggest that different types of solutions have different transfer potentials (OECD 2001). Solutions based on measures, techniques, know-how and operating rules have a higher transfer potential, and are therefore easier to transfer. On the other hand, very context-specific solutions, such as modes of organisations and institutions, have a lower transfer potential. Very abstract concepts, such as philosophies, ideas and principles for action, also display a lower transfer potential. In addition to the nature of the solution itself, the transferability of a solution depends on the level of similarity between both contexts. Both the recipient and providing contexts must be similar in aspects important to the success of the solution (Adler et al. 2018). The limited research on the subject and the unique nature of the solutions and contexts means that there are no universal guidelines outlining which aspects are most important to consider (Adler et al. 2018). Instead, experts with knowledge of both contexts should use their expertise to weigh the similarities and dissimilarities.

No matter the level of similarities between both contexts, the recipient context will always differ in some way from the providing context, and so the solution will need to be customised. This is a crucial step, as the success of a technology/policy transfer hinges on proper customisation, understood as the adaptation of the transferred solution to the specific local context (OECD 2001; Dąbrowski et al. 2019). When successful, customisation should lead to the appropriation of the solution by local actors. The customisation process can be supported by first identifying the barriers to a successful implementation of the solution and then customising the solution in a way that overcomes these barriers (Dąbrowski et al. 2019).

A transfer process is a collaborative process (OECD 2001; Dąbrowski et al. 2019). It requires experts who understand the reality of both contexts, a deep understanding of the solution, and continuous exchange between recipient and providing region. As the work of Dąbrowski et al. (2019) shows, collaborative work fosters creativity and knowledge co-creation, which can lead to unexpected, innovative customisations of the solutions.

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2 The Transfer Framework

The methodology developed as part of the RESIST EU Horizon Project includes five steps. It differentiates between regions providing solutions (regions *from* which the solutions are transferred, in the following referred to as “providing regions”) and regions receiving solutions (regions *to* which solutions are transferred, in the following referred to as “receiving regions”). Figure 1 gives an overview of the **transfer methodology**. Each step is divided into sub-steps, each including an explanatory paragraph, guiding questions, and a suggested method (with template) on how to complete the step (if applicable).

Steps 1 through 3 focus on preparing and planning the transfer process. Steps 1 and 2 can be conducted concurrently. Step 1 aims to identify solutions with high potential for transfer. This step is primarily led by the providing region but requires input from the receiving region. In Step 2, the receiving region evaluates its regional context to identify key challenges and needs related to enhancing its climate resilience. Step 3 is a collaborative effort between both regions, guiding them through necessary sub-steps to develop a well-coordinated and targeted transfer plan. During these initial steps, regions assess and exchange solutions that are suitable for transfer, considering existing needs, capacities, and potential barriers, and identify customisation needs. This ensures that when the implementation of the transfer solution begins, a level of commitment is already established (reinforced, as is the case in the RESIST project, by creating common transfer plans), increasing the likelihood of a successful transfer. **Steps 4 and 5 address the implementation phase.** Step 4 provides guidance on successfully implementing the transfers, including key aspects to consider for a kick-off meeting and detailed time and resource planning. Step 5 focuses on monitoring and evaluation, ensuring the progress of the transfers is closely monitored. It also ensures that comprehensive mid-term and final evaluations are conducted, providing valuable insights for future transfer initiatives.

Although **stakeholder engagement and capacity building** play an important role in transferring climate adaptation solutions, neither are explicitly considered in this methodology. Stakeholder engagement can be relevant throughout the process, and it is left to the regions to decide at which points in the process it should take place. Capacity building is not explicitly included in the methodology since the type and extent of capacity building measures to be included in the transfer process highly depend on the type of solutions to be transferred, the receiving region’s needs and both regions’ available resources.

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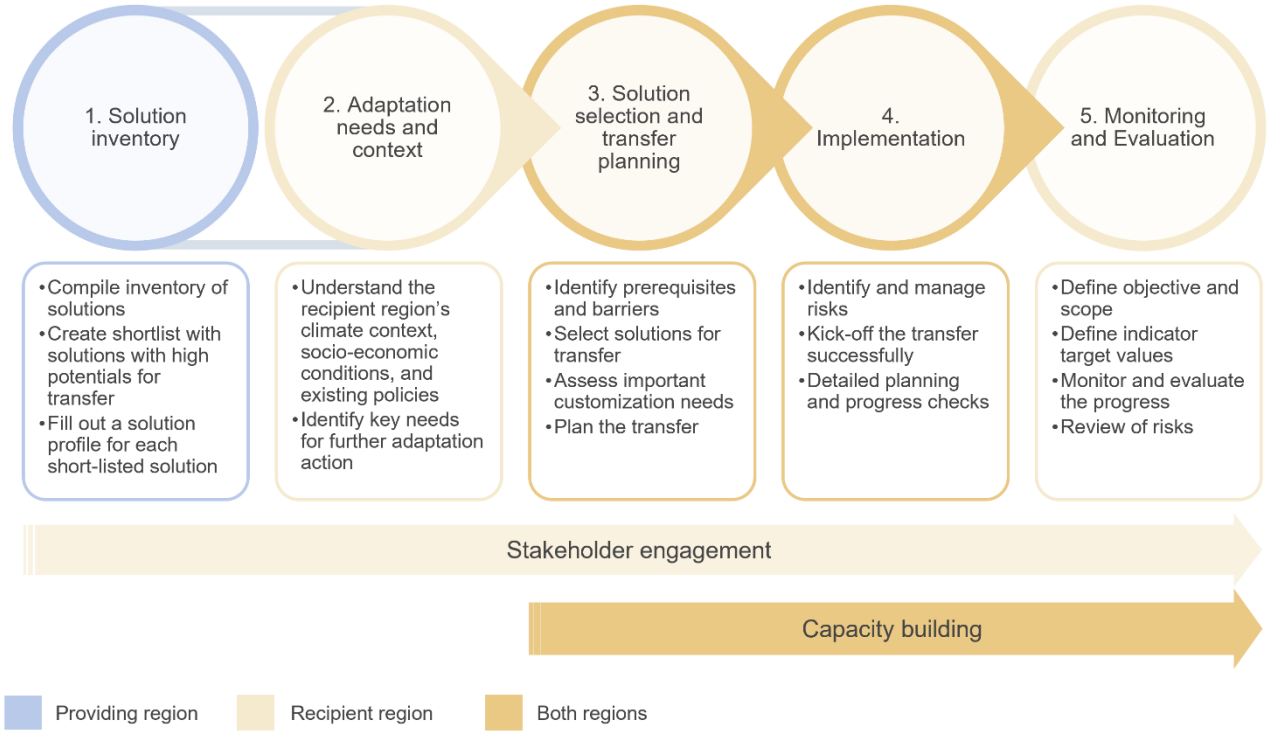

Figure 1: Overview of transfer methodology

In the context of the RESIST project, it is important to recognize that **the level of solution demonstration may vary across regions**. Several factors can influence the degree to which these solutions are showcased, including regional differences (e.g. in available resources) and specific project parameters. The following points must therefore be considered when applying the methodology:

- The degree of solution demonstration may vary between regions, depending on various factors.
- The completion of the solution may materialize after the RESIST project's lifetime (e.g. NbS).
- Some resources allocated for the solution's completion may come from sources other than the RESIST project.
- These and similar items need to be considered and mentioned in the deliverables concerning specific transfers (e.g. transfer plans).

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Furthermore, a **Graphical Digital Twin** (GDT) is being developed for all regions as part of the RESIST project. This asset may further support the transfer process or the implementation and communication of a transferred solution.

The Transfer Facilitator

To aid regions in the transfer process, facilitate exchanges, and ensure the correct application of the methodology, appointing an organisation as a "Transfer Facilitator" can be highly beneficial. The tasks and responsibilities of this organisation may vary depending on the number of regions involved and the overall project setup, but they can include:

- Assisting regions in understanding their own regional context and the potential context-dependencies of their solutions.
- Helping regions comprehend the contexts and solutions of other regions.
- Facilitating exchanges between regions throughout the transfer process.
- Guiding the implementation of the methodology through structured guidance and promoting a common understanding.
- Ensuring alignment of the transfer process when multiple regions transfer solutions in parallel.
- Ensuring stakeholder engagement and capacity building are integrated into the transfer processes, even if they are not explicitly part of the methodology.
- Coordinating the alignment of monitoring and evaluation efforts.

In the context of the RESIST project, this role is undertaken by adelphi.

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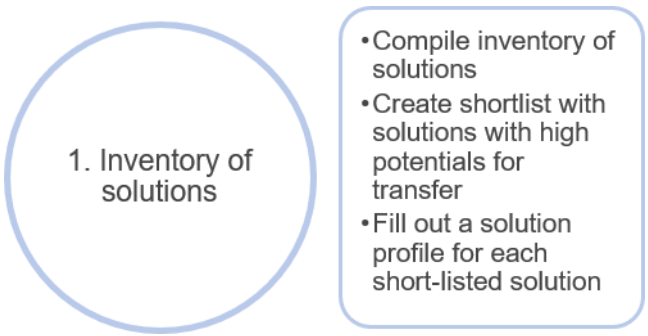
Step 1: Inventory of solutions



Format suggestion

This step can in large parts be performed by the providing region alone. Key regional representatives should gather either online or in person. If receiving regions have already been selected (prior to the solution selection process), information about their needs and interests should be gathered before finalizing the shortlist in Step 1.2. This can be done by using the results of Step 2, or through personal exchanges. Step 1.3 is the most work-intensive. People directly involved in developing and/or implementing the short-listed solutions should be involved in completing this step. In-person meetings are encouraged: a half-day workshop could be organized to fill out the solution templates, bringing together regional representatives and key project partners from the providing region. Ideally, key procedural, technical and financial information about the shortlisted solutions is collected in advance.

Step 1.1: Compile an inventory of solutions

As a first step, the providing region – and more specifically the entities taking part in the transfer – should identify their areas of expertise in the field of climate change adaptation. If the areas of expertise are numerous, the region can decide to only focus on one or several areas of expertise relating to a field of special interest. Based on the identified expertise, the region collects concrete climate adaptation solutions which they have experience with. This step should resemble a brainstorming exercise; further selecting and defining the solutions will be part of the subsequent steps. Solutions should here be understood in a broader sense. We suggest differentiating between different types of solutions encompassing physical solutions, digital solutions, processes and management practices, and policies.

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Guiding questions:

- Which areas of expertise within climate change adaptation does your region have?
- What are key achievements of your region in these areas of expertise?
- Which physical solutions, digital solutions, processes and management practices, and policies have significantly contributed to successful climate change adaptation in your region?

RESIST Shortcut

RESIST regions can use the results of the performed Needs Assessment to inform the process of identifying potential solutions for transfer. Especially the summary tables on regional expertise and strengths from the region-specific result sub-chapters should be considered here.

Template 1: Solution inventory

Instructions: Using the guiding questions, first identify areas of expertise within your region. In a second step, identify solutions within these areas of expertise which your region could provide for transfer. Allow many solutions to be included in this step, as shortlisting high-potential solutions will part of the next step.

	Physical solutions	Digital tools and applications	Methods	Processes and management practices	Policies
Area of expertise 1					
Area of expertise 2					

Step 1.2: Create a shortlist with solutions most suitable for transfer

In the context of this framework, a solution should be understood as providing the receiving region with *new means to address a problem* in the field of climate change adaptation. Ideally, a solution has been successfully implemented in the providing region and has demonstrated its effectiveness in strengthening the region's climate resilience. In order to identify the solutions with high potential

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for successful transfer from the collection of different solutions in step 1.1, a shortlist is compiled in this step. This process aims to identify impactful, adaptable, and scalable solutions.

There are indications from the literature that different types of solutions offer different potentials for transfer. For example, practices such as methods, techniques, expertise and operating rules are highly transferable. Solutions such as institutional changes or organizational forms, programs and policies have lower transfer potential (Stead 2012). Generally, highly context- or location-dependent solutions are harder to transfer to other regions (Benson 2009; Dąbrowski et al. 2019). If a receiving region has already been identified (i.e. matching of regions happened before the solution selection), the needs and interests of the receiving region should also be considered when creating the shortlist.

The guiding questions below can be used to shortlist the solutions. It is open to each providing region to shortlist as many solutions as they see fit. Each short-listed solution will then be further evaluated in the subsequent steps.

Guiding questions:

- Is this type of solution rather easy or hard to transfer? Is the solution highly context- or location-dependent?
- Has the solution been successfully implemented in the recipient region, and has proven effective in addressing important challenges in the field of climate change adaptation?
- Does the solution align with receiving regions' needs and interests (if receiving regions have already been selected)?

RESIST Note

In the context of the RESIST project, solutions which have not been fully implemented and tested yet, but which have passed the proof of concept phase can also be shortlisted. This is due to the long project duration: the implementation of transfer solutions which are still in earlier development stages can be started later in the project timeline. However, solutions which have so far demonstrated a high potential to significantly contribute to a region's climate resilience should be prioritized. The solutions to be transferred must be part of the RESIST project and must be demonstrated by the leading / twinning regions within RESIST.

Solutions not shortlisted (or selected) for transfer can still be discussed as part of the Community of Practice (project task T2.1).

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Template 2: Solution shortlist

Instructions: Use the guiding questions to shortlist solutions with high transfer potential. Fill out the table below.

Solution shortlist		
Name of solution	**Solution type**	**Short description**

Step 1.3: Fill out a solution profile for each short-listed solution

Understanding a solution's characteristics, necessary preconditions, key benefits and potential challenges helps in identifying suitable exploitation routes later on. This is especially important in order to understand to what purpose a solution should be implemented, and to consider necessary or beneficial preconditions as well as potential barriers in an implementing region. This step therefore aims at further defining the shortlisted solutions. To do so, various aspects can be evaluated, here grouped under the overarching categories of value proposition, solution details, value creation and delivery, costs and planning, and solution context. For each category, sets of guiding questions are provided, matching the solution profile template. The solution profile must be filled out for each shortlisted solution separately.

Although the management of intellectual property rights (IPR) is in the case of the RESIST project defined to a certain extent in the consortium agreement (CA), solution providing regions should, once they have obtained a clearer understanding of the extent of the solution to be transferred, clarify and if necessary update the type of IPR protection required. The type of IPR chosen (as well as usage and cost implications) should be clearly communicated to interested recipient regions in the next steps of the transfer.

RESIST Note

Regions can assess the most appropriate IPR types for their solutions using a general decision tree (Figure 2) as a starting point.

Additionally, the aspects of IPR related to the RESIST solutions and their exploitation are covered by the project task T.2.2 and will be further addressed in the respective activities.

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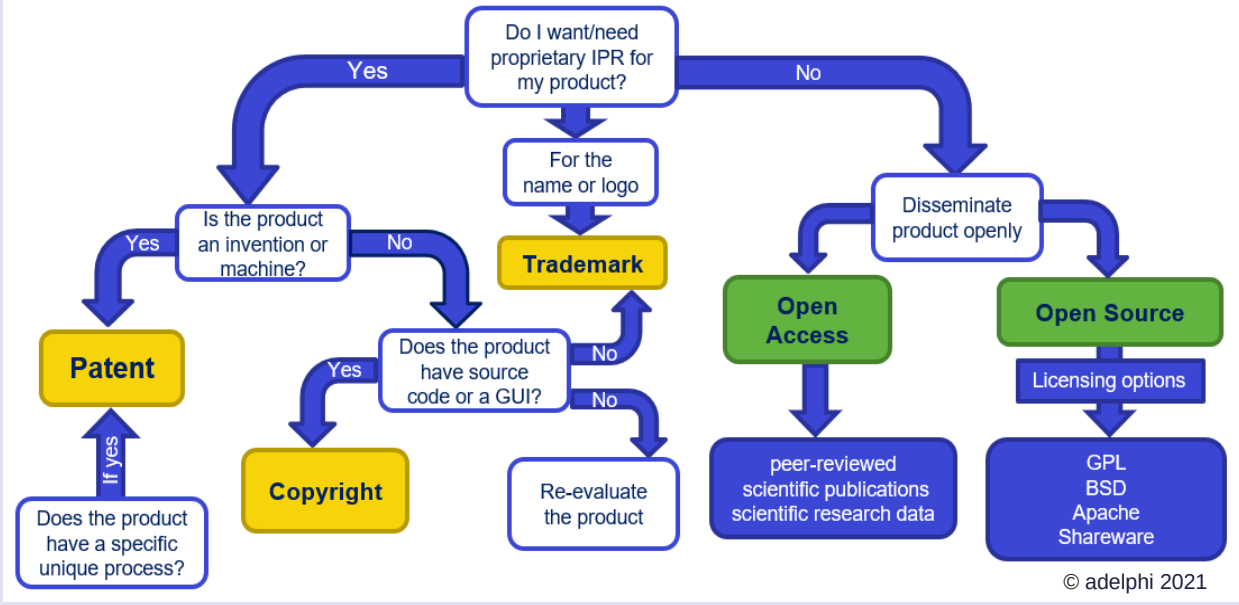

Figure 2: General IPR decision tree.

Value proposition: Guiding questions

Target group

- For whom do you create value? Who do you develop and implement the solution for?
- Target groups may be grouped according to their needs, behaviours, social and demographic profile, interests and other similarities – be as specific as possible. Examples could include municipal civil protection staff, private landowners, etc.

Main benefits for the target group

- Which specific limitations/problems of the target group are driving the development of the solution, and how does the solution address them?
- What is the intended outcome of the solution for the target group? This can also be defined as the purpose of the project.

Social and environmental co-benefits

- What social co-benefits does the solution provide, both for the target group and other groups?
- What environmental co-benefits does the solution provide, both for the target group and other groups?

Solution details: Guiding questions

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Climate impacts addressed

- Which climate impacts can be addressed through this solution? Consider the general potential of the solution, not only its use case in the providing region.

Delivered results

- What are the direct / tangible results to be achieved through the implementation of the solution, that are largely under the control of project management?

Spatial scope

- What is the spatial scope / area affected by the solution? This could be e.g. a periphery around a physical solution, or an administrative area affected by a change in management practices.

Value creation and delivery: Guiding questions

Key resources

- What are the most important assets which are required to make the solution work?
- Types of key resources vary from physical (e.g. equipment), intellectual (e.g. patents, licences, knowledge), financial (e.g. cash, credit), to human.

Key activities

- What are the most important steps / activities to deliver the solution?
- Do you have to differentiate between different solution components?

Project owner and key partners

- Which organisation / group of organisations is the main owner of the solution?
- Which key partners took part in the solution development and implementation?
- What are their respective roles and responsibilities?

Costs and planning: guiding questions

Estimated costs

- What is the estimated cost of developing and implementing the solution?
- What are key factors (resources, activities, scale) driving the development and implementation costs?
- What are the estimated maintenance costs?

Revenue streams / monetized benefits

- Can you generate revenue through this solution? If yes, how? How do the revenues relate to the costs?
- Can you attribute a monetary value to non-monetary benefits provided by the solution, e.g. through CBA? (optional)

Time frame for planning and implementation until fully functional

- How long does it take from planning until the solution is implemented and functional? (estimation)
- Are there key factors influencing this time frame?

Solution context: Guiding questions

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Necessary prerequisites

- Are there necessary preconditions for an uptake of the solution, without which the implementation of the solution cannot work?
- These can include availability of specific data, required skills and know-how, technical and infrastructure conditions, environment conditions (e.g. limited to certain climatic and geographical regions), or social aspects.

Success factors

- What are factors contributing to the success of the solution? These can include a suitable policy mix, technical and infrastructure conditions, environment conditions, or social aspects.

Limiting factors

- Which limiting factors could or did impede the implementation of the solution? These can include an unfavourable policy mix, technical and infrastructure conditions, environment conditions, or social aspects.
- Is there a high risk of maladaptation?
- Are expensive and / or hard to find resources needed?

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Template 3: Solution profile providing region

NAME OF SOLUTION: [INSERT SOLUTION NAME HERE]		
Short description of the adaptation solution *What are key components of the solution?*	**Type of solution** *e.g. physical, digital, process or management practice, policy*	**Solution provider region**
VALUE PROPOSITION		
Target group *Who do you develop the solution for, e.g. municipal civil protection staff, private landowners, etc.*	**Main benefits for the target group (purpose)** *What is the intended outcome of the solution for the target group?*	**Social and environmental co-benefits for target group and other groups**
SOLUTION DETAILS		
Climate impacts addressed	**Delivered results** *The direct / tangible results delivered, which are largely under project management's control*	**Spatial scope**
VALUE CREATION AND DELIVERY		
Key resources *Most important assets necessary to create and deliver the solution*	**Key activities** *Most important steps to deliver the solution*	**Project owner and key partners** *Which organization owns the project, who are key partners involved in delivering the solution?*
COSTS AND PLANNING		
Estimated costs (implementing and operating)	**Revenues / monetized benefits** *If information is available*	**Time frame for planning and implementation until fully functional**
CONTEXT		
Necessary prerequisites *e.g. availability of specific data, skills, etc.*	**Success factors**	**Limiting factors**

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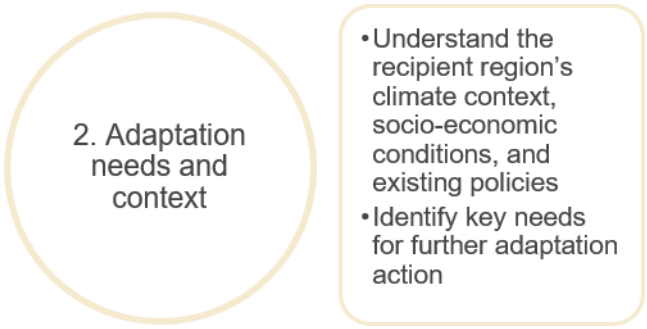
Step 2: Adaptation context and needs



Format suggestion

A person or a team of regional representatives should lead this step and be responsible for gathering and processing necessary information and involving further partners and stakeholders where needed. If no context analysis exists for the receiving region, this step can be rather time intensive. A thorough context analysis should include a desk study to assess relevant documents and data as well as stakeholder consultation formats. The results of this step should be discussed in a working meeting with key regional representatives involved in the project, and the finalized results should be shared with potential providing regions.

RESIST Note

Regions can use the opportunity and assess possibilities to use the Graphical Digital Twin (GDT) to visualize their needs and challenges in a data-driven way, in order to enhance outward communication, stakeholder engagement and / or decision-making processes.

Step 2.1: Understand the recipient region's climate context, socio-economic conditions, and existing policies

For a successful transfer of solutions, it is of central importance not only to identify promising practices, but also to understand the recipient context. The difficulty with a transfer lies in transferring it to a different setting, with differing (social) rules, regulations, actors, climatic conditions and financial capacities. It is therefore crucial to take enough time to gain a good understanding of the recipient region in order to select suitable solutions and identify necessary adjustments. This step

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can be implemented by the recipient region alone, but results should be shared with the providing region as part of Step 3.

A method originally developed to assess an organization's macro-environment, but which has also proven successful to analyse the context of an intervention, is known by the acronym PESTEL (**P**olitical, **E**conomic, **S**ocial (or Socio-cultural), **T**echnological, **E**nvironmental, and **L**egal factors) (European Commission 2024a). This method enables a holistic and systematic assessment of the recipient region's context through six different dimensions that can be highly influential for the success of the transfer. The PESTEL analysis can be supplemented by further in-depth analyses in specific dimensions. For example, for a stronger focus on the environmental dimension, additional environmental and climate risk screening methods can be used, such as the Strategic Environmental Assessment (SEA), the Environmental Impact Assessment (EIA) and/or a Climate Risk Assessment (CRA) (European Commission 2024b). For a stronger focus on social factors, an additional vulnerability analysis of different potentially affected groups can be carried out.

In the context of inter-regional solution transfers, the analysis should focus on the regional level, although national and local specificities can also be included in the analysis if relevant in the project context. The objective of the analysis should be to understand (and be able to communicate) important contextual factors which have the potential to facilitate or impede the adoption of a climate adaptation solution, and to build a sound knowledge base to identify the region's key needs in the subsequent step. The following guiding questions can be used to perform the PESTEL analysis. Key regional characteristics as well as challenges should be identified for all PESTEL dimensions. Subsequently, the region's overarching needs should be derived from the analysis' results.

Guiding questions:

- Political dimension: How do regional governance (centralized vs. decentralized) and local political structures influence policy-making processes for enhancing climate resilience and adaptation? How are responsibilities and competencies distributed across the political structures? Which successful regional projects already exist in the field of climate change adaptation?
- Economic dimension: What funding sources are available for climate adaptation projects? What role does the private sector play in shaping and influencing the realization of a potential project for climate resilience and adaptation?
- Socio-cultural dimension: What is the demographic composition and social structure of the region? What are particularly exposed and/or vulnerable groups? Which stakeholders are central for the implementation of potential climate resilience and adaptation interventions?
- Technological dimension: What is the level of access to and dissemination of technology across different sectors and populations within the region, and how does this impact climate resilience and adaptation efforts?

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- Environmental dimension: How do geography, topography, as well as current and future climate conditions influence climate risks? Which locations are projected to be especially exposed to climate change impacts? What measures need to be taken for effective climate adaptation and resilience?
- Legal dimension: How does the regional legal framework, including local regulations and compliance with national legislation, affect the realization of potential projects for climate resilience and adaptation?

RESIST Shortcut

Another way to carry out a context analysis is to conduct a needs assessment – a methodology which was developed and used within the RESIST project (as described in D1.11).

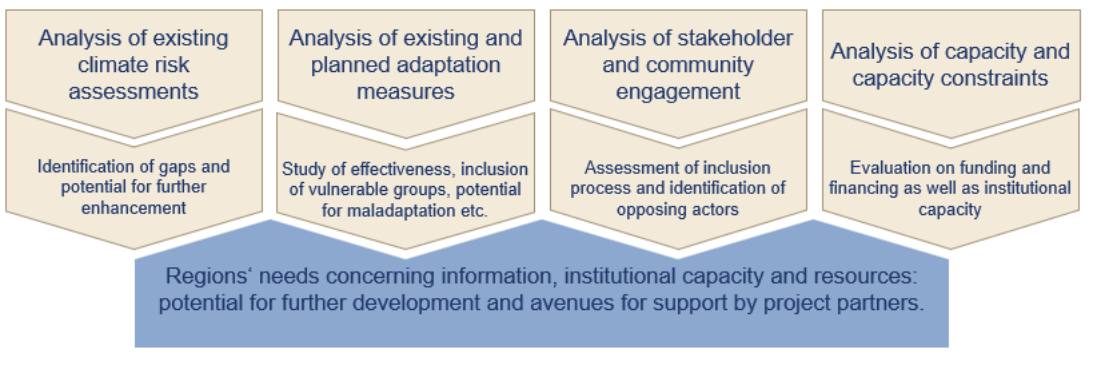

Figure 3: Schematic illustration of the RESIST needs assessment methodology (Hoelscher et al. 2024).

If RESIST regions would like to shorten this step, they can **directly use the Needs Assessment results**, especially:

- The sub-chapter on regional climate risk assessment results, and their comparison with ESPON data, to identify important regional climate hazards
- The summary tables included in the region-specific result chapter, especially the table summarizing challenges, needs and support opportunities

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Template 4: Regional context analysis

Instructions: If no context analysis exists for the receiving region, a thorough context analysis should include a desk study to assess relevant documents and data as well as stakeholder consultation formats. Using the guiding questions, fill out key regional characteristics for each PESTEL dimension and identify important regional challenges with regard to climate resilience. In a second step, derive key regional needs from the results of the analysis.

[NAME OF THE REGION]: REGIONAL CONTEXT		
Political dimension Key aspects: Challenges:	**Economic dimension** Key aspects: Challenges:	**Socio-cultural dimension** Key aspects: Challenges:
Technological dimension Key aspects: Challenges:	**Environmental dimension** Key aspects: Challenges:	**Legal dimension** Key aspects: Challenges:
Needs (with regard to increasing the region's climate resilience):		

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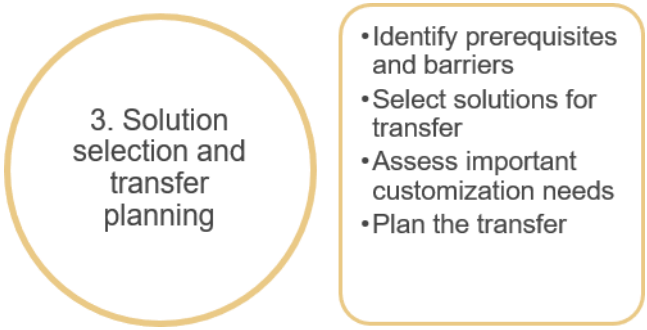
Step 3: Solution selection and transfer planning



Format suggestion

This step can be performed very in-depth, requiring more time and resources, or can be implemented as part of a faster, mainly workshop-based approach. The steps prior to the selection of the solutions for transfer should, however, be completed with care, as the selection of unsuitable solutions will impede implementation later on and might significantly reduce the solution's positive impact on the recipient region's climate resilience.

It is recommended that the recipient region, after receiving the completed solution profiles from the supplying region, first starts working on identifying prerequisites and barriers on its own (Step 3.1). A longer in-person meeting between providing and recipient region is then recommended, for example as one-day or 1,5-day workshop. This workshop should include:

- Reviewing the identified prerequisites and barriers
- Selecting the solutions for transfer
- Identifying important customisation needs
- Identifying and roughly planning key transfer activities

After the workshop, both regions should further work on transferring the workshop results into a more detailed activity plan, covering the transfer timeline.

Step 3.1: Identify prerequisites and barriers

As a basis for selecting suitable solutions for transfer, this step aims at assessing necessary prerequisites as well as key barriers for the transfer of solutions to a specific receiving region. Ideally, this step should be carried out collaboratively between both receiving and providing region, with the receiving region in the lead. Prerequisites and barriers differ across solutions and should therefore be identified for each short-listed solution separately.

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Prerequisites can be defined as minimum requirements without which the solution cannot be transferred to the receiving region. Important prerequisites should already have been identified in the providing region's solution template but should be assessed for completeness with regard to the receiving region's specific context. If an important prerequisite cannot be met, the solution is not a good fit for transfer.

A good starting point to identify key barriers is to assess the main reasons why the solution has not been adopted in the region before. To further facilitate the identification of barriers, types of barriers that might impede the transferability of a solution in the recipient region are provided in this step instead of guiding questions (adapted from Dąbrowski et al. (2019) and Nygaard & Hansen (2015)). Identified barriers should then be evaluated and divided into essential barriers (barriers which must be addressed for successful transfer to occur), non-essential barriers (can be disregarded), and non-starters (crucial barriers which cannot be overcome). If a barrier is identified as a non-starter, the solution should not be further considered for transfer.

Types of barriers:

- Geographical and climatic (e.g., the solution is place-dependent, and the geographical or climatic context of the recipient region differs)
- Economical and financial (e.g., limited financial resources to spare, limited access to financing schemes)
- Legal (e.g., legislation does not allow the deployment of the solution as it is in the lead region)
- Technological (ex: increased difficulty or costs to access necessary technology)
- Access to information (e.g., necessary information is not available to the recipient region, or at increased costs)
- Socio-cultural (e.g., lots of public opposition)
- Policy and governance structure (e.g., the institutional context of the recipient region means an increased completion time)
- Human capital (e.g., the necessary talent to implement the solution is hard to access in the recipient region)

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Template 5: Prerequisites and barriers

Instructions: Using the solution profile (filled out by the providing region) and barrier types described above, identify important prerequisites and barriers. Fill out this template for each solution considered for transfer.

Name of solution:		
Prerequisites		
Type of prerequisite	Prerequisite description	Evaluation (Prerequisite is met / not met)
Barriers		
Type of barrier	Barrier description	Evaluation (Essential / Non-essential / Non-starter)

Step 3.2: Select solutions for transfer

In this step, the providing and receiving regions should together select the solutions for transfer. This step resembles Step 2.1 but aims at a more thorough investigation of the solution's potential for transfer with regard to a *specific* receiving region and should be carried out collaboratively between both receiving and providing region. The output of this step should be the final selection of the solutions for transfer. Receiving and providing region should first define a set of selection criteria. It should include necessary prerequisites, important barriers, synergies and scale-up potential, and consider the receiving region's needs. Prerequisites and essential barriers can be derived from the results of Step 3.1. The following guiding questions refer to suggested selection criteria, matching the template provided below. The regions are invited, however, to add further selection criteria and to adapt the template as they see fit. The regions can then together score how well a solution meets the selection criteria; solutions with the highest score (which do not fail a pass/fail criterium) should be considered for transfer. The total number of solutions selected for transfer should match both regions' capacities for transfer activities.

Guiding questions:

- Prerequisites: Can the necessary prerequisites be reasonably met in the short, medium or long term (e.g. costs, human resources, time, data availability, skills)?
- Barriers: What are key barriers which could impede the success of the transfer? Are high efforts needed to overcome these barriers?

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- Synergies and scale-up potential: Does the solution integrate well into the existing project or policy landscape of the receiving region? Could the solution have beneficial synergies with other projects? Is there potential for scale-up (i.e. apply the solution in other locations or to other use cases later on)?
- Fit to receiving region's needs: Does the solution address key climate change adaptation needs of the receiving region? If not, can it be customised so that it better addresses the receiving region's needs? Does the solution target an area of interest of the receiving region?

Template 6: Solution selection

Instructions: First, review and adapt the criteria in the template to fit your regional context. In a second step, pass / fail criteria should be evaluated. If a solution does pass all pass/fail criteria, continue to evaluate the selection criteria. Pay attention to the scoring scale: criteria which speak in favour of a solution have a positive scale, running from 1 to 5, criteria impeding a solution's transfer have a negative scale, running from -1 to -5. Apply the score to each criterium. If certain criteria are especially relevant to your region's selection process, you can weight these criteria higher. For example, if the criteria "Fits receiving region's needs" seems especially relevant and you want to attribute the weight 2, you can multiply all score values for this criterium with the value 2 (e.g. a score value of previously 2 would become a 4).

	Solution 1	**Solution 2**	**Solution 3**
Pass / fail criteria			
Minimum prerequisites can be met pass / fail	Pass / fail	Pass / fail	Pass / fail
Selection criteria			
Efforts needed to overcome barriers -1 – very low -5 – very high			
Synergies and scale-up potential 1 – very low 5 – very high			
Fits receiving region's needs 1 – very low 5 – very high			
Total score			

Step 3.3: Assess most important customisation needs

Having gained a thorough understanding of the barriers to transferring specific solutions in Step 3.1, this step explores how to address and overcome these barriers, and addresses customisation needs. Only essential barriers identified in Step 3.1 need to be considered further. For each barrier, discuss and assess possibilities to overcome them in the near- to mid-term future, or to customise the solution accordingly. The recipient region should, supported by the providing region, assess whether measures can be implemented which would remove the barrier or significantly reduce its hindering

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effects (e.g. how to access additional funding if necessary financial investments are a key barrier), or whether there are possibilities to customise the solution in order to circumvent the barrier (e.g. how to make the solution cheaper). The type of measure needed to overcome the barrier is often related to the type of barrier (e.g. financial, technical, access to information, etc.).

Depending on a region's needs and current adaptation focus, customisation might also be necessary independently from identified barriers. For example, a receiving region might be interested in only certain aspects of a solution. Furthermore, the recipient region could want to tailor the solution to address other climate-related hazards (e.g. heat waves instead of floods), different target groups (e.g. students instead of elderly people), or to apply the solution to a different use case (e.g. analysis of historical data instead of forecasting). Use the results from Section 2.1 to identify additional customisation needs and note them down in the bottom part of the template.

Template 7: Overcoming barriers and identifying customisation needs

Instructions: For each previously identified essential barrier, assess available measures to address the barrier and / or customisation options. Add additional customisation needs, which might arise independently from barriers, in the lower part of the template. Come back to this template while filling out Template 8 if further customisation needs are identified. This template must be filled out for each solution individually.

Name of the solution:			
Type of barrier	**Barrier description**	**How can the barrier be overcome?**	
		Measure to address barrier	**Customisation of solution**
Additional customisation needs			
Leave blank	*Leave blank*	*Leave blank*	
Leave blank	*Leave blank*	*Leave blank*	
Leave blank	*Leave blank*	*Leave blank*	

Once all essential barriers have been assessed and addressed, fill out a solution profile for each *customised solution* to be implemented in the receiving region. The solution profile of the providing region should serve as starting point. However, special attention should be paid to where the solution *differs* in the receiving region, using previously identified customisation needs and the results from the context analysis (Step 2). The process will most likely bring forward new customisation needs. Possible reasons for additional customisation needs include diverging target groups, or focusing on other climate impacts. Newly identified customisation needs should also be noted in the previous template.

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Template 8: Solution profile receiving region

NAME OF SOLUTION: [INSERT SOLUTION NAME HERE]		
Short description of the adaptation solution *What are key components of the solution?*	**Type of solution** *e.g. physical, digital, process or management practice, policy*	**Solution provider region**
VALUE PROPOSITION		
Target group *Who do you develop the solution for, e.g. municipal civil protection staff, private landowners, etc.*	**Main benefits for the target group (purpose)** *What is the intended outcome of the solution for the target group?*	**Social and environmental co-benefits for target group and other groups**
SOLUTION DETAILS		
Climate impacts addressed	**Delivered results** *The direct / tangible results delivered, which are largely under project management's control*	**Spatial scope**
VALUE CREATION AND DELIVERY		
Key resources *Most important assets necessary to create and deliver the solution*	**Key activities** *Important measures to address barriers, customisation steps and implementation steps*	**Project owner and key partners** *Which organization owns the project, who are key partners involved in delivering the solution?*
COSTS AND PLANNING		
Estimated costs (implementing and operating)	**Revenues / monetized benefits** *If information is available*	**Time frame for planning and implementation until fully functional**
CONTEXT		
Necessary prerequisites *e.g. availability of specific data, skills, etc.*	**Success factors**	**Limiting factors**

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Step 3.4: Plan the transfer

In this step, the receiving and providing regions should plan the transfer process together. The Logframe Matrix (or logical frame matrix) can be used as starting point (European Commission 2004; The World Bank 2005). It is intended to help the regions to state what they want to achieve and how they will get there. Using the Logframe Matrix ensures that the regions conceptualize the transfer in a way that aligns with their overall objective and will facilitate monitoring and evaluation later on. Many of the results in the previous step can be used in the building of this matrix. After completing the Logframe Matrix, receiving and providing region should together further break down the activities listed in the Logframe Matrix and complete an Activity Plan, covering the remaining time frame of the transfer project. The Activity Plan should outline the entire transfer process, including key milestones, without delving too deeply into details. This approach facilitates progress tracking and ensures the timely completion of project phases. Detailed planning will be conducted subsequently in Step 4.3.

RESIST Note

It is important to recognize that the level of solution demonstration achievable through the transfers may vary from region to region. Several factors can influence the degree to which these solutions are showcased, including regional differences in resource availabilities and specific project parameters. Additionally, the completion of some solutions might extend beyond the RESIST project's duration, particularly in cases such as Nature-Based Solutions (NbS). The allocation of resources for completing these solutions may also draw from sources outside the RESIST project. These aspects have to be considered and detailed in the transfer plans.

Template 9: Logframe Matrix (adapted from European Commission (2004))

Instructions: Start by filling in the project description column. It summarizes the causal logic of the project. It includes the activities, the results, the purpose and the overall objective. When read from the bottom up, the completion of each step should lead to the next one. All cells except the objective can be directly transferred from the recipient region's solution profile.

Next, fill in the fourth column addressing assumptions. Assumptions are external factors that can impact or even determine a project's success, but that are yet beyond the direct control of project managers. The Logframe Matrix shows cause-and-effect in the following way:

IF activities AND assumptions THEN results

IF results AND assumptions THEN purpose

IF purpose AND assumptions THEN overall objectives

By applying this logic, you can make sure that the activities will actually lead to the desired overall objective.

The next step is to identify indicators for measuring and reporting project performance (column 2) and to determine the sources of that information (column 3). Indicators should include operationally measurable terms (quantity, quality, time). Implementation of the indicators is based on the source of information.

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Project description	Indicators	Source of verification	Assumptions
Overall objective *The overall objective is in-line with a regional, or national development goal and can be taken directly from a development plan.*	*Measures the extent to which a contribution towards the overall objective has been made. Used during evaluation, usually not during the project lifetime.*	*Sources of information and methods used to collect and report information*	*Should be left blank* –
Purpose *The expected outcome at the end of the project. Here, you can specifically speak about benefits to stakeholder groups.*	*Helps answer the question "How will we know the purpose has been achieved?"*	*Sources of information and methods used to collect and report information*	*Assumptions that may impact on the purpose-objective linkage*
Results *The tangible results that the solution is trying to achieve. A lot of these results are already described in the analysis of objectives.*	*Helps answer the question "How will we know if the results have been delivered?"*	*Sources of information and methods used to collect and report information*	*Assumptions that may impact on the result-purpose linkage*
Activities *The tasks that need to be carried out to deliver the results. Focus on large tasks, as they will be broken down into sub-tasks in the project plan.*	*Can be left blank, or a summary of resources / means can be provided in this box*	*Can be left blank, or a summary of costs / budget can be provided in this box*	*Assumptions that may impact on the activity-result linkage*

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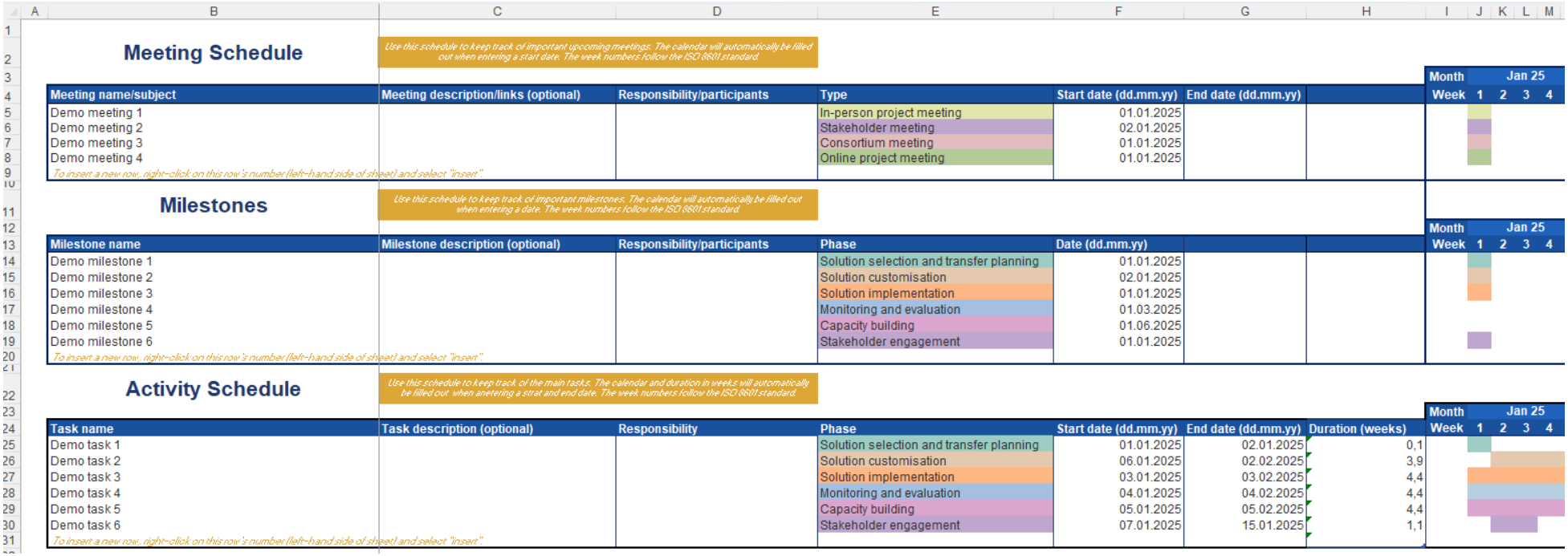
Template 10: Activity Plan

Instructions: Fill out an Activity Plan outlining the entire transfer process, including overarching tasks and defining milestones, without delving too deeply into details. You can use the Activity Plan Template provided as excel file. Detailed planning will be conducted subsequently in Step 4.3.



Meeting Schedule

Use this schedule to keep track of important upcoming meetings. The calendar will automatically be filled out when entering a start date. The week numbers follow the ISO 8601 standard.

Meeting name/subject	Meeting description/links (optional)	Responsibility/participants	Type	Start date (dd.mm.yy)	End date (dd.mm.yy)
Demo meeting 1			In-person project meeting	01.01.2025	
Demo meeting 2			Stakeholder meeting	02.01.2025	
Demo meeting 3			Consortium meeting	01.01.2025	
Demo meeting 4			Online project meeting	01.01.2025	

To insert a new row, right-click on this row's number (left-hand side of sheet) and select "insert".

Month: Jan 25 | Week: 1 2 3 4

Milestones

Use this schedule to keep track of important milestones. The calendar will automatically be filled out when entering a date. The week numbers follow the ISO 8601 standard.

Milestone name	Milestone description (optional)	Responsibility/participants	Phase	Date (dd.mm.yy)
Demo milestone 1			Solution selection and transfer planning	01.01.2025
Demo milestone 2			Solution customisation	02.01.2025
Demo milestone 3			Solution implementation	01.01.2025
Demo milestone 4			Monitoring and evaluation	01.03.2025
Demo milestone 5			Capacity building	01.06.2025
Demo milestone 6			Stakeholder engagement	01.01.2025

To insert a new row, right-click on this row's number (left-hand side of sheet) and select "insert".

Month: Jan 25 | Week: 1 2 3 4

Activity Schedule

Use this schedule to keep track of the main tasks. The calendar and duration in weeks will automatically be filled out when anetering a strat and end date. The week numbers follow the ISO 8601 standard.

Task name	Task description (optional)	Responsibility	Phase	Start date (dd.mm.yy)	End date (dd.mm.yy)	Duration (weeks)
Demo task 1			Solution selection and transfer planning	01.01.2025	02.01.2025	0,1
Demo task 2			Solution customisation	06.01.2025	02.02.2025	3,9
Demo task 3			Solution implementation	03.01.2025	03.02.2025	4,4
Demo task 4			Monitoring and evaluation	04.01.2025	04.02.2025	4,4
Demo task 5			Capacity building	05.01.2025	05.02.2025	4,4
Demo task 6			Stakeholder engagement	07.01.2025	15.01.2025	1,1

To insert a new row, right-click on this row's number (left-hand side of sheet) and select "insert".

Month: Jan 25 | Week: 1 2 3 4

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Step 4: Implementation

Format suggestion

This step provides recommendations for the implementation phase. The receiving region should lead and be accountable for the solution implementation (activities in the receiving region), while the providing region should offer support and mentorship, coordinating the overall transfer process. Both regions should actively participate in the risk assessment (Step 4.1). The recipient region may prepare an initial risk management matrix (Template 11), which should then be reviewed together with the providing region, either in a brief meeting or as part of a more extensive kick-off session.

A kick-off meeting should be organized to mark the official start of the implementation phase (Step 4.2). This should be a longer meeting, which, if necessary, can also be structured as a half-day workshop, involving key representatives from both regions. Whenever possible, conducting this meeting in person is highly beneficial. A well-executed kick-off is crucial to the successful start of the transfer implementation, ensuring a shared understanding of roles, responsibilities, working methods, and timelines.

The receiving region should conduct detailed time planning at regular intervals (approximately every three to six months), breaking down overarching tasks into smaller, manageable components, and assigning responsibilities (Step 4.3). The receiving region should also identify any input needed from the providing region for the upcoming planning phase and coordinate the detailed time planning accordingly, conducting an online meeting with the providing region to review the detailed timeline.

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Step 4.1: Risk management

An important component of the transfer implementation is risk management, which should be led by the recipient region. This process is intended to ensure that potential risks are identified, assessed and managed to guarantee the successful implementation of the transfer, while avoiding negative impacts. The recipient region should involve the providing region to benefit from their experience and jointly minimize the risks in the transfer process. The template presented below is based on the EU Commission's Risk Management Implementation Guide (European Commission 2018), however simplified and adjusted to fit the context of regional adaptation solution transfers. Maladaptation risks (risks of negative effects of adaptation measures) should be explicitly considered. If the initial risk screening, or the nature of the adaptation solution, indicates potentially high maladaptation risks, applying a full self-assessment tool for maladaptation should additionally be considered.[3]

Guiding Questions:

- Successful implementation: What potential risks could jeopardize the successful implementation of the project in the recipient region?
- Maladaptation: Are there risks for maladaptation, such as risks of negative effects on ecosystems, risks of negative effects on emission targets, or does the solution additionally burden any social groups?
- Using the providing region's experience: How can the experience and knowledge of the providing region be used to identify and manage risks at an early stage?
- Risk mitigating measures: What measures and resources are required to mitigate or avoid identified risks?
- Continuous exchange: How can a continuous exchange between the transfer and recipient region be ensured in order to optimize the risk management process?
- Stakeholders: What roles do stakeholders in the recipient region play in risk management and how can they be effectively involved?

RESIST Note

For transfers implemented within the scope of the RESIST project, the respective risk management shall be also evidenced in the overall risk monitoring tool, available online.

[3] For example, the self-assessment tool for maladaptation, developed as part of the REGILIENCE project, is available at: https://regilience.eu/self-assessment-tool-for-maladaptation/

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Template 11: Risk management

Instructions: This template is to be filled out by the recipient region. It is recommended to complete this table together with the actors and key stakeholders involved in the implementation process, as they can provide helpful perspectives on the range of risks. It is also advisable to collaborate with the solution-providing region, as they can use their experience to provide recommendations for risk mitigation strategies.

1. Risk Identification *List potential **risks** and their **causes**. Risk categories to consider include:* *1) Strategic risks:* *2) Resource risks:* *a. Human resources* *b. Financial resources* *3) Legal risks* *4) Reputational risks* *5) Environmental risks (e.g. increased GHG emissions, negative effects on ecosystem health, high water usage, etc.)* *6) Social risks (e.g. on vulnerable population or certain social groups)* *7) Technical risks*	**2. Risk Assessment** *Evaluate risks based on **probability** and **impact**. Choose for probability and impact whether they are "high", "medium" or "low"*	**4. Risk Mitigation Measures** *Concrete **measures** for risk mitigation (ideally with responsibilities and deadlines)*
Risk 1:	Probability: high / medium / low Impact: high / medium / low	
Risk 2:	Probability: high / medium / low Impact: high / medium / low	
Risk 3:	Probability: high / medium / low Impact: high / medium / low	

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Step 4.2: Transfer kick-off

The kick-off meeting initiates the beginning of the transfer implementation. Both receiving and providing region should play an active role in the kick-off meeting. The meeting should include defining roles and responsibilities, ensuring that each participant understands their specific tasks and contributions to the project. By setting up internal communication processes and scheduling regular meetings, the team can maintain clear and consistent dialogue, which is essential for addressing challenges and making timely decisions. Additionally, the meeting provides an opportunity to establish a system for sharing documents and knowledge, fostering a collaborative environment in which information flows seamlessly. During this session, participants should also review and refine project milestones, ensuring that objectives are realistic and achievable. Furthermore, planning exchanges with other actors or stakeholders should be discussed to enhance the project's effectiveness through diverse insights and expertise.

Guiding questions:

Defining roles and responsibilities

- Lead for managing the transfer process: Who is in the lead for the providing region, who is in the lead for the providing region? Who oversees the overall process?
- What are the responsibilities of the providing region, what are the responsibilities of the recipient region?
- Who will be the main point of contact for different aspects of the project?

Common understanding of the scope

- Revisit the common understanding: What is included in the transfer, what are excluded activities (and are therefore to be conducted by a region on its own)?
- Are capacity building measures included?
- How much technical support can the providing region offer?

Setting up internal communication processes and regular meetings

- What communication channels will be used to keep everyone informed (e.g., email, messaging apps, project management tools)?
- How often will regular meetings be held, and what will be their format (e.g., in-person, virtual)?
- How will the transfer team document meeting minutes and action items?

Deciding on set-up to share documents and knowledge

- What platform or system will the team use to store and share documents?
- What protocols will the team follow to maintain document version control and updates?

Checking and refining milestones

- What are key milestones for the project, and are they realistic and achievable (review milestones from the transfer plan)?
- How will the team track progress towards these milestones?

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Planning Exchanges with Other Actors or Stakeholders

- Who are key stakeholders or external actors the receiving region needs to engage with?
- What are the best ways to facilitate exchanges and collaboration with these stakeholders?

Template 12: Kick-off meeting results

Instructions: This template is to be filled out together by both regions during the kick-off meeting. Use the guiding questions to structure the meeting and this template to note down key results. If necessary, adjust your Activity Plan for the transfer process (Template 10) after the kick-off meeting.

Kick-Off Meeting: Key Results			
Defining Roles and Responsibilities			
Lead for managing the overall transfer process			
Lead for providing region			
Lead for recipient region			
Responsibilities of the providing region			
Responsibilities of the recipient region			
Lead persons for different aspects of the transfer project			
Scope management			
Project scope: shared understanding of what is included and excluded.			
Internal Communication Processes and Regular Meetings			
Communication channels (e.g., email, messaging apps, project management tools)			
Frequency and format of regular meetings (e.g., in-person, virtual)			
Documentation of meeting minutes and action items			
Set-up to Share Documents and Knowledge			
Platform for storing and sharing documents			
Checking and Refining Milestones			
Key milestones			
2025			
Q1	Q2	Q3	Q4
2026			
Q1	Q2	Q3	Q4
2027			
Q1	Q2	Q3	Q4

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Kick-Off Meeting: Key Results	
Progress tracking methods and intervals	
Exchanges with Other Actors or Stakeholders	
Key stakeholders or external actors to engage with	

Step 4.3: Detailed planning and progress checks

To ensure successful implementation, detailed planning of the transfer by the recipient region is crucial. Rather than immediately outlining the entire process in detail, it is advisable to create a more general project plan with milestones, as drafted in Step 3.4. Detailed plans should then be developed for project phases lasting about six months or until the next milestone, if this corresponds roughly to the same time span. Detailed planning involves breaking down overarching tasks into smaller, manageable components. This process begins by identifying the main objectives and related tasks (as done in Step 3.4) and then decomposing them into smaller tasks and subtasks, ensuring each is specific and achievable. Drafting a timeline is crucial, as it involves estimating the duration of each task and arranging them in a logical sequence to create a project schedule, and to mark significant progress points. In the later planning phases, planning out the next transfer phase additionally requires a review of the current project's status to identify uncompleted tasks and any existing challenges. Resource allocation is another critical step, ensuring that each task has the necessary personnel and materials. Additionally, setting clear priorities and dependencies helps streamline the workflow and avoid bottlenecks. Required input from the providing region and common meetings should be identified, and the timeline must be shared and aligned with the providing region's availabilities and capacities. Planning effective stakeholder communication and involvement should further be considered. Regular progress checks and updates are essential to adapt to any changes or unforeseen challenges, maintaining project momentum and alignment with goals.

When planning transfer activities, the providing region can assist by sharing experiences and key tasks involved in implementing the solution, or even by providing previous project plans. However, it is crucial to ensure adequate customisation. The transferred solution must be adapted to the new context, which requires careful planning of tasks, including allocating sufficient time and resources for customisation.

Step by step guide

1. Define concrete tasks and sub-tasks
    - Divide the work for the next six months, or until the next milestone, into smaller, manageable tasks and sub-tasks.
    - Use the identified overarching tasks and milestones from Step 3.4 as starting point.

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2. Estimate Task Durations
    - Assess the time required for each task based on experience, expert input, or historical data.
    - Include buffer time for potential delays.
3. Determine Dependencies
    - Identify tasks that depend on the completion of others.
    - Identify where and when input from the providing region and common meetings are necessary.
4. Allocate Resources
    - Assign team members, equipment, and materials to each task.
    - Ensure resource availability aligns with the timeline.
5. Create the timeline
    - Use the Activity Plan (Template 10, provided as separate excel file) or a project management software (e.g., Microsoft Project, Trello) to create a detailed visual timeline for the next 6 months or until the next milestone.
    - Include important meetings, both with internal and external partners.
    - Ensure it shows task durations and milestones clearly.
6. Track progress
    - Regularly track progress against the timeline.
    - Update the timeline to reflect any changes in scope, resources, or unforeseen issues.
    - Optional: track progress against the indicators and target values as identified in Step 5.

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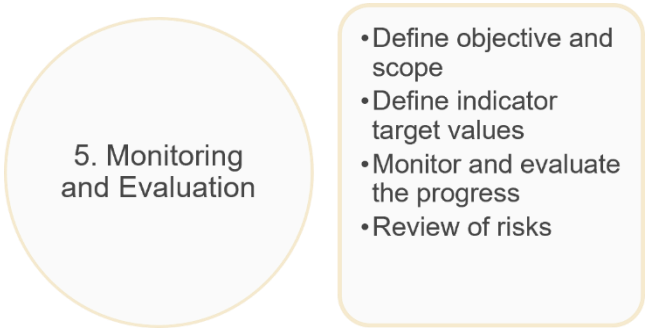
Step 5: Monitoring and evaluation



Format suggestion

This step can in large parts be performed by the recipient region, with input from the providing region and potentially other stakeholders, such as project partners or local stakeholders. A person from the receiving region should be designated to lead and oversee the monitoring and evaluation process. It is recommended to conduct two evaluations: one about halfway through the transfer process, the other at the end of the project. Monitoring the project's progress against predefined indicators can occur more often (e.g. as part of the detailed planning and progress checks), but should at least be performed twice, as part of the two evaluations.

Both evaluations should be prepared and led by the receiving region, by first collecting the data to track the project's progress against predefined indicator and target values. In a second step, the receiving region should collect feedback from the providing region, as well as from key implementation partners and local stakeholders (if necessary) to answer the evaluation questions. This can be done through various formats, such as interviews, roundtable discussions, short workshops, or questionnaires.

The following section is adapted from the European Commission's Evaluation Handbook (European Commission et al. 2024). Monitoring is a continuous process of data collection throughout the entire lifespan of a project (the project in this case being the transfer), providing information that can inform future evaluations. Evaluations, in contrast, are conducted at specific points during a project to identify changes resulting from the project, with a focus on explaining how and why these changes occurred and what can be learned from them. Monitoring and evaluation are central to the project cycle, as they ensure accountability and support improved decision-making.

Both the providing and recipient region should be involved in the evaluation process, including the implementing partners, if applicable. The recipient region, however, is supposed to lead the process.

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Step 5.1: Defining the objectives and scope

The first step in an evaluation process is to clearly define its objectives and scope. This ensures clarity about the expectation of the evaluation, thus allowing the evaluation team to focus on priorities and to avoid wasting resources. Furthermore, this will help guide methodological choices such as the timing and type of evaluation (see section 1.2 of the Evaluation Handbook (European Commission et al. 2024) for more information of evaluation types and timing).

Guiding questions:

Purpose

- Why is the evaluation conducted? (to improve the quality of the project, to report on the achievement of the project, to inform resource allocation for future projects, to inform future projects)

Geographic and temporal coverage

- What is the time period covered by the evaluation?
- What is the geographical scale and coverage of the evaluation?

Stakeholder interests

- What are the stakeholders' expectations in regard to the evaluation?

Use and users

- Which decisions will be informed by the evaluation's results?
- Who will use the findings?

Priorities and focus

- Which specific area/themes will be the focus of the evaluation?

Limitations

- Are there any limitations to keep in mind, such as data availability?

RESIST Note

As part of the RESIST project, the overarching objective, scope and timing of the evaluations are already pre-defined and explained in more detail in this box.

The first evaluation, a **mid-term evaluation**, should take place halfway through the project (ideally between **March 2026 and September 2026**). This initial evaluation assesses the project's cause-and-effect logic, as outlined in the Logframe Matrix from Step 3.4, to ensure that activities are genuinely leading to the expected outcomes. Additionally, it evaluates resource allocation up to this point. This evaluation is essential for assessing project progress and identifying areas for improvement, with results guiding enhancements in the approach for the project's remaining duration.

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The **second evaluation should be conducted at the final stage of the project** (before **November 2027**). During this evaluation, the purpose will be evaluated along with the overall objective to make sure that the transfer has had the expected effect. Furthermore, this evaluation will reflect on the key challenges and successes of the transfer in order to gather insights for future transfer projects.

Step 5.2: Refining indicators and defining target values

At the beginning of the implementation phase, the indicators selected in the Logframe Matrix (Step 3.4) should be checked and refined, if necessary. The recipient region should make sure that at least one indicator is attributed to each result, purpose and objective. Furthermore, the information source should be available at the time of the relevant evaluations. Sources of information for result indicators should already be available for the first evaluation round. In certain cases, indicators attributed to purpose might only be quantifiable later in the project. Indicators attributed to the overall objective are usually only monitored at the end of the project, or even some time after completion. Additionally, all indicators should be specific, detailing exactly what is to be measured, and measurable, meaning that means they should be based on data that can be collected (and potentially analysed) to show progress or impact. Finally, if data collection is necessary, its feasibility should be checked, and data collection should be planned as an additional activity.

RESIST Note

For transfers that are part of the RESIST project, it should also be verified whether the indicators of the project KPIs (which can be found online in the RESIST KPI Monitoring) can be integrated in a meaningful way.

Once all indicators are validated, target values for each indicator should be set. These values should correspond to the expected value of the indicator at the end of the project. This will provide benchmarks against which progress can be monitored and evaluated, ensuring alignment with the intended objectives. Clear, specific target values for each indicator allow for more precise monitoring. You may use Template 13 below to note down the final indicators and target values.

Step 5.3: Progress monitoring and evaluation

The first part of the evaluation consists in monitoring the progress of the project using the indicators defined in the Logframe Matrix (Step 3.4). If necessary, these can be refined when defining the indicator target values at the beginning of the implementation phase. Using the various information sources (also defined in the Logframe Matrix), the value of the different indicators at the time of the evaluation should be compared to the target values. In addition, discussion between the different

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parties (providing region, recipient region, implementing partners) should highlight key challenges, successes and areas for improvement.

Template 13: Progress and indicator monitoring

Instructions: This template is to be filled out as part of the mid-term and final evaluation, which should involve both providing and recipient region. Indicator names and sources of verification can be taken directly from the Logframe Matrix (Template 9).

Indicator name	Source of verification	Target value	Value for evaluation 1	Value for evaluation 2
Overall objective				
			If already applicable	
			If already applicable	
			If already applicable	
Purpose				
Results				

In addition to monitoring the progress of the transfer, the evaluation should also reflect on general aspects relevant to the success of the transfer process, such as timeline, financial and personal resources, and equity. This can be done by answering the evaluation questions in Template 14, for instance through discussion with the relevant parties (recipient and providing region, implementing partners) and consultations with stakeholders, if needed. Additional evaluation questions can be added, if deemed necessary by the regions.

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RESIST note

The results of the **mid-term evaluation** should be used to learn from the first half of the project and refine the second half of the project. This potentially involves updating the Activity Plan and Logframe Matrix, such as the activities, target values or assumptions.

The results of the **final evaluation** should be used to reflect on the challenges and successes of the project and to provide insights for future projects.

The **results of both evaluations will feed into overall RESIST project reporting**, for its progress as well as final reports.

Template 14: Evaluation questions for the mid-term and final evaluation

Instructions: This template is to be filled out as part of the mid-term and final evaluation, which should involve both providing and recipient region. You can add additional criteria and evaluation questions if important aspects of the transfer process are not covered. If necessary, adjust your Activity Plan for the transfer process (Template 10) after the mid-term evaluation.

Criteria	Mid-term evaluation	Final evaluation
Timeline	Is the project on track to be completed within the original timeline? If not, what steps can be taken to accelerate progress? Should the timeline be revised?	Was the project completed on time? If not, what were the main reasons for delay? What lessons can be learned for future transfers?
Financial resources	Are the financial and personal resources sufficient to complete the remaining transfer process?	Were the financial and personal resources adequate to complete the transfer? What lessons can be learned for future transfers?
Equity	How do the results (positive effects) vary for different areas / groups / sectors?	How do the results (positive effects) vary across different areas / groups / sectors? What lessons can be learned for future transfers?

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Step 5.4: Review of risks

During the evaluation process and through discussions with the different parties, it will probably be the case that new risks are identified, that the probability or expected impact of previously identified risks changed, or even that new strategies need to be developed to deal with these risks. For that reason, review and update the risk management template (Template 11) from Step 4.1 as part of the midterm evaluation.

RESIST Note

For transfers implemented within the scope of the RESIST project, the respective risk management shall be also evidenced in the overall risk monitoring tool, available online.

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