

# Final Presentation IIPP MPA Placement Team Las Naves June 2023









#### **Final Presentation IIPP Placement Team Las Naves**

AJUNTAMENT DE VALÈNCIA







#### **IIPP MPA TEAM**







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#### **LAS NAVES**





Anna Melchor Fermín Cerezo

### Agenda

- 1. Placement Scope
- 2. Context of the Mission and Alliance
- 3. Methodology & Tools
- 4. Insights
- 5. Recommendations
- 6. Final Conclusions



### **Collaboration Scope**



Strengthening the collaboration of the Alliance to enhance the impact of the Valencia Climate Mission 2030

**Objective:** to propose strategies, actions, and tools that can strengthen the collaboration among the actors of the quintuple helix in the Valencia Climate Mission Alliance 2030 in order to enhance their collective climate impact











# 1.Context





#### **Cities Missions**







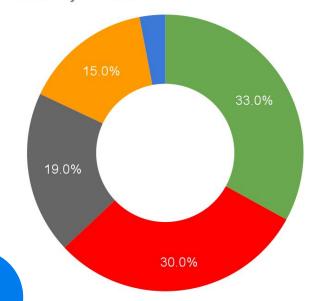
Missions ) València 2030



### Valencia GHG Emissions Inventory







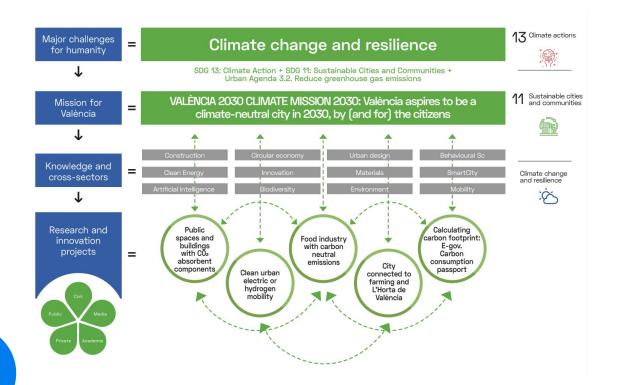


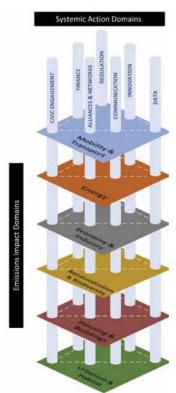
- Electricty
- Buildings & Heating
- Other
- Residual

Transport, buildings and electricity production are the three main 'pain points' when it comes to emissions in the city

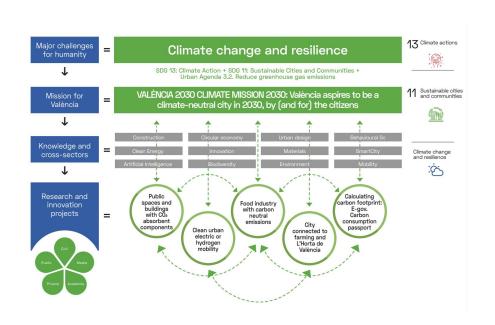
#### **Climate Mission of Valencia**







#### **Climate Mission of Valencia**





#### **Mission Alliance**









# 2. Methodology & Tools





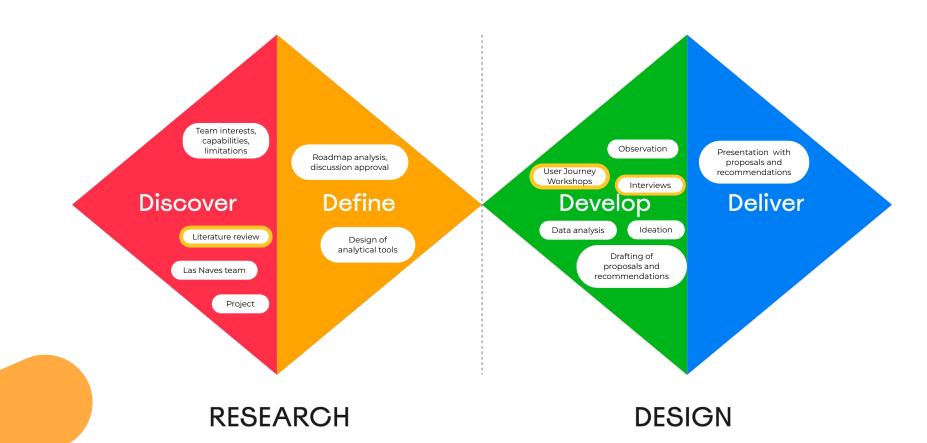






#### **Double Diamond**









# 3. Insights











### **Literature Insights**





-Missions are major drivers of innovation ecosystems

-Designing focused portfolios adds clarity and strength to the missions

-Stakeholders'
commitment defines
the success of the
mission



-Leverage actors,sectors and actionsneed to be identified

-Stakeholder
participation,
distribution of action,
funding and
leadership are
recognised levers at
the global level



-Coordinated climateaction is key to success

-Financial frameworks need to be aligned and expanded at all levels

-Monitoring of
emissions and actions
must be a
multi-organisational
commitment



 -Valencia's coastal condition makes it highly vulnerable to climate change

-The city has taken
multiple actions
aligned with the
Mission: climate
emergency
declaration, PACES,
2030 Urban Strategy,
etc

### **Best Practices Insights**





Make environmental reporting a business and cities norm (CDP Cities)

Monitor, evaluate and report 1) Global reporting mechanism for the city, eventually for business as well; 2) International standards; 3) Ease of access and communication.



Monitor and track urban sustainability progress. Promotes accountability culture at the local city-level

Monitor, evaluate and report 1) All actors involved in accountability effort; 2) Combination of monitor tools and mechanisms; 3) Promotes technical debates and agenda setting discussions



The Camden Climate Alliance (CCA) is a network made up of businesses, community and schools working together

Governance

1) Reward/Points system as a incentive mechanism to encourage participation and progress across Alliance members



Greater Manchester took on the goal of achieving carbon neutrality by 2038 in 2018, using a mission-oriented framework

General

1) Portfolio desig**n** 



Provides target setting methods and guidance to companies to set science-based targets in line with the latest climate science

Commitments 1) Provides international standard to evaluate Climate Action Plans and reduction targets; 2) Provides technical assistance and expert resources to companies



### **10** interviews

- **5** public sector
- **3** private sector
- **1** academia
- civil society

#### **Public Sector**



Fermín Cerezo
Innovation Service



Lucía Calabria Valencia Activa



Alejandro Gómez Clima i Energia



Clara Cascant
Citizen Participation
Service



Anna Melchor Las Naves

#### **Academia**



**Carla Montagud** Universidad Politécnica de Valencia

#### **Private Sector**



Josep Sanz Argent ValenciaPort



**Elena Zurriaga** *Grupo Gimeno* 



Catalina Valencia Kilómetro Zero

### Civil Society



**María José Broseta** *Federación* de

Asociaciones de *Vecinos* 

### **Interview Insights**





- There is a real willingness to be part of the transition mission and challenge as everyone recognises decarbonisation as an urgency and priority.
- There is excitement towards the idea of a mission bringing in all of the city's entities, together towards a common goal.
- For this reason, it must be a commitment of the city and not of the city hall solely, which entails a model of distributed leadership.



#### **Alliance**

- In this sense, organisations still want to retain a level of autonomy and do not want impositions but recognise that there are clear benefits to everyone if there is an aspect of collaboration.
- Organizations from various sectors can support the decarbonization processes of others.



- The landscape for collaboration between ambassador organisations is not yet clear.
- However, there is a real willingness to be part of the alliance as everyone recognises decarbonisation as an urgency and priority.

#### Monitoring **Entry & Introduction** Loyalty & Relationship Fase del Journey How does the user discover or learn about How are the commitments being monitored? How are Why do they trust us? What motivates them to adhere to the alliance? What decisions did they take to Does the user always connect with the Alliance? How do ¿Cuál fase del camino estás the mission? Which channels of interaction other strategies, programmes, and instruments describiendo? make this happen? they maintain their loyalty and commitments across time? connected with each other in this phase? **Categories** Acciones ¿Cuáles son las acciones del usuario? ¿Qué realiza interactions dentro de su contexto en cada etapa? Asamblea climática con la ciudadanía apoyo en el Necesidades ¿Qué quiere lograr el usuario? ¿Cuáles son sus necesidades? Tip: Reducir ambigüedad Pain points ¿Cuáles son los puntos de Cuidar los egos de dolor? ¿Qué quiere evitar el Punto de Contacto Equipo de Las ¿Con qué o quiénes la Misión Naves interactúa el usuario? Climática Sentimiento del usuario ¿Cómo se siente el usuario? Tip: Utiliza los emojis para Backstage Objetivo de la Misión Generar sentido de pertenencia y comunidad ¿Qué quiere lograr la Misión y Alianza en este paso? ¿Qué definiría como un principio de Climate Democracy **Condiciones Habilitantes** - Definir la metodología de como generar la comunidad y los grupos de Oportunidades Ejemplo: Activación de XX ¿Qué partes del proceso Que evite los green washing - Definición del pago - Biegir protocolo y metodología para formalizar la adhesión de las podríamos mejorar para el usuario? Responsable del Proceso ¿Quién/es lidera/n este proceso?

of User

**Phases** → of the **Journey** 

> **Backstage for Missions Team**



### **User Journey Insights**



It is unclear which should be the moment in which an Ambassador Organisation adheres to the general or specific commitments of the Mission.



Several **enabling conditions**should be met before moving
forward with the Discovery phase
of the journey. For example:
redesign of general commitments,
insist on city hall's involvement
towards the Mission, and more.

Within the current Ambassador
Organisations, there's a lack of
broader representation of
certain sectors, such as Housing
and Construction. These should
be mapped out for bringing in
new Ambassadors

There are different **points of entry** to the Journey for
Ambassador Organisations
(current, unknown, informal and formal contacts). For a smooth beginning in the Alliance, a clear entry guideline should be delivered

The inherent need for Ambassador Organisations monitoring, evaluating and reporting impact; however, there's an open discussion about what and how it should be monitored, and who should be the entity in charge



# 4. Proposals & Recommendations





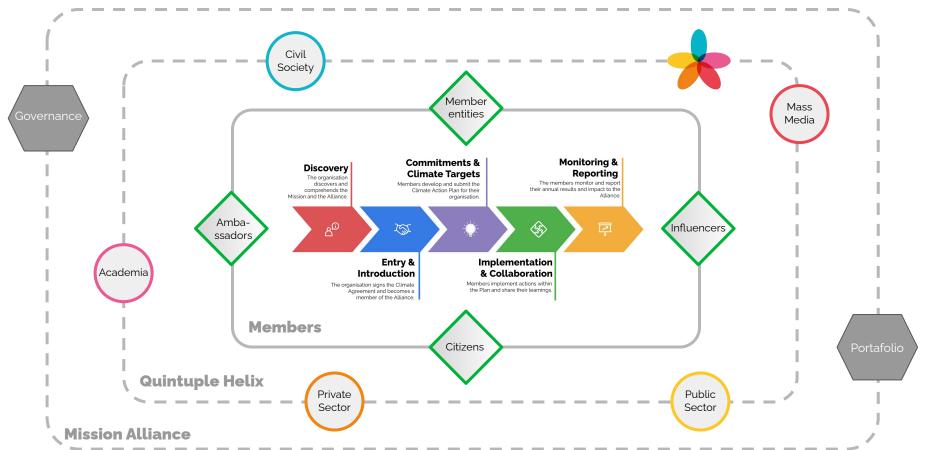






#### **Alliance**







# Alliance Roadmap









#### 1. User Guide



#### **Discovery**

The organisation discovers and comprehends the Mission and the Alliance.

### Commitments & Climate Targets

Members develop and submit the Climate Action and Investment Plan for their organisation.

### Monitoring & Reporting

The members monitor and report their annual results and impact to the Alliance.











### **Entry & Introduction**

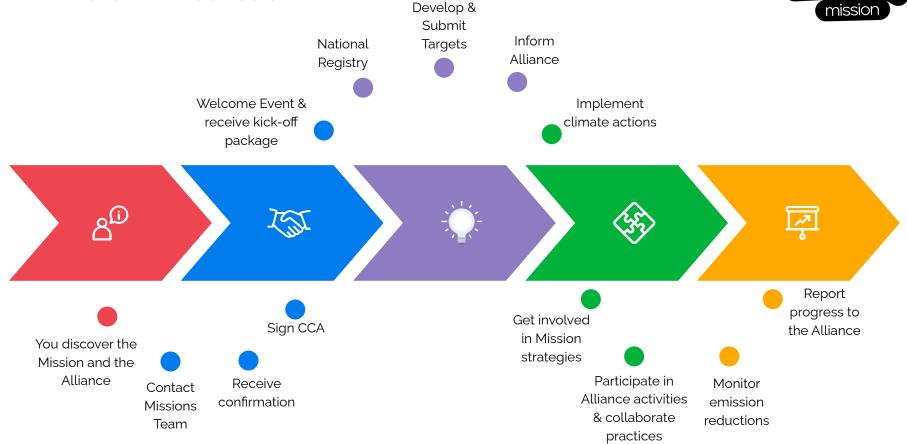
The organisation signs the Climate Agreement and becomes a member of the Alliance.

### Implementation & Collaboration

Members implement actions within the Plan and share their learnings.

#### 1. User Guide





# 2. Set a clear commitment development and validation process



**Objective:** define a set of criteria to outline the organisations that should be part of the Climate Mission Alliance as ambassadors.

**National Registry** 



**Develop** 



**Submit** 



Inform

Present Carbon Footprint and Emission Reduction Targets to Ministry of Ecology Develop Climate Action and Investment Plan (CAP-CIP) to meet Emission Reduction Targets

Present your CAP-CIP to the Mission Community for official validation

Announce your target and inform the Alliance

ıckstade

Homologate requisites with National registry and establish partnership to access information

Develop a **local guideline** to help companies develop CAP-CIP (E.g. SBTi) Partner with a 3rd party organisation that can receive, process and validate submissions (Eg. CDP, Universities) Include targets and CAP-CIPs of Ambassador Organisations in Mission website and communication resources

# 2. Develop a collaboration culture among Alliance members



**Objective:** establish mechanisms and spaces to foster collaboration among Alliance members, to cultivate a culture of sharing, connecting routines, collaboration and recognition within the Alliance.

Information and communication



Collaborate and Learn



**Support** 



Recognition

Keep up to date with all Alliance news and events

Share your best practices and participate in skill and knowledge sharing events

Ask for Support

Receive recognition for your commitments, work and achievement

Establish communication and information mechanisms (Eg. Newsletters, digital platform) Create a best practices
platform and
collaboration
spaces/calendar for the
Alliance

Create a **Digital Ventanilla** to support new
Alliance Members

Establish **Champion Badges** to recognize organisations both with the Mission and the Alliance

# 3. Develop an Alliance Toolkit to support implementation and collaboration activities

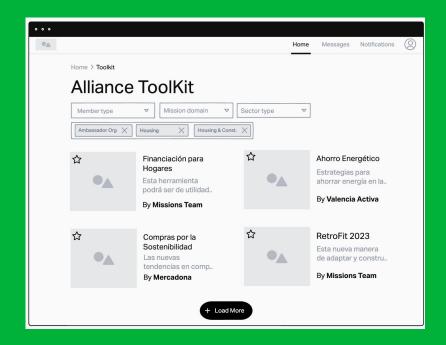


#### **Objective:**

A platform of collaboration and collective intelligence where all Alliance members have access to tools provided by the Mission and practices from the other members.

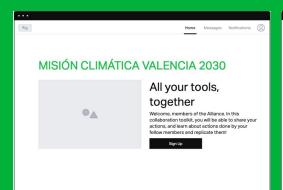
#### **Available tools:**

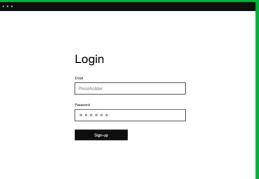
- 1. Pedagogy and educational tools
- 2. Carbon Inventory and Protocols
- 3. Planning and MER tools (Eg. CAP-CIP Guideline)
- 4. Best practices from Alliance Members
- 5. Finance and regulatory tools
- 6. Database and contacts



# 3. Develop an Alliance Toolkit to support implementation and collaboration activities

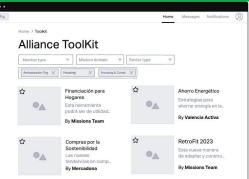












# 4. Develop a Monitoring, Evaluation and Reporting scheme for the Alliance



**Objective:** define a set of criteria to outline the organisations that should be part of the Climate Mission Alliance as ambassadors.

**Monitor** 

**Evaluation** 



Report

Establish a carbon footprint monitor mechanism and **monitor** your Carbon emissions annually

Participate in Evaluation

Committee and share necessary
data and information

Report company-wide emissions and progress against targets on an annual basis

Backstage

User route

#### 1. Define a guideline for Monitoring and Reporting

- 2. **Establish KPI** for monitoring Mission and Alliance impacts
- Consider assigning monitoring role to 3rd parties to support SMFs

- 1. **Define** purposes, types and timings of evaluations
- 2. **Establish an Evaluation Committee** together with Alliance members and push-forward participatory evaluations
- 1. Establish mechanism for AO reporting collection and systematization for both Mission and Alliance commitments
- 2. Design an Interactive DataDashboard to share Alliance information



### Governance









# 5. Incorporate criteria for defining a target group



**Objective:** define a set of criteria to outline the organisations that should be part of the Climate Mission Alliance as ambassadors.

"Missions require picking the willing: those organizations across the economy (in different sectors, including both the public and private sphere) that are "willing" to engage with a societally relevant mission", Mazzucato, 2018.



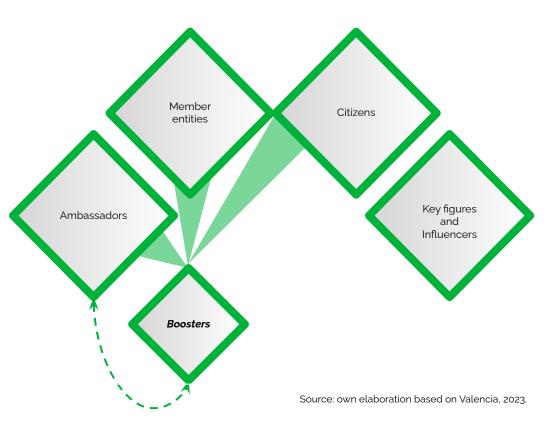
# 6. Incorporate a new role for Ambassador Organisations: boosters



**Objective:** give a new role to ambassador organisations that have the capacity to be a lever for others

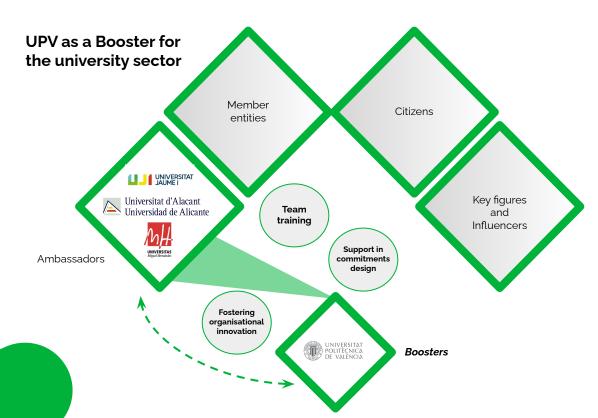
The **Boosters** are **Ambassador Organisations** that:

- Boost the climate transition process of other organisations
- Have their own strategies that can be reoriented in support of the Mission
- 3. Have sectoral relevance and capabilities for the transition
- Can act by economic sector or type of organisation



# 6. Incorporate a new role for Ambassador Organisations: boosters





#### Possible Boosters per sector and type of organisations:

valènciactiva O O O

- Startups
- SMFs



- Maritime transport companies
- Logistics firms



Medium and large companies



Food sector companies and startups



## Portfolio





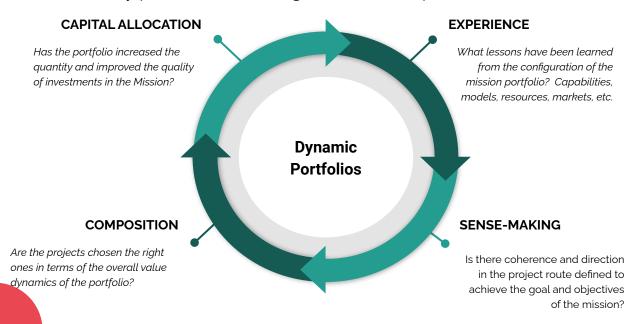




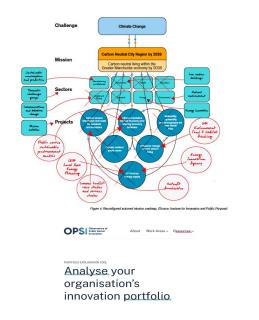
# 7. Conduct a comprehensive review of the project portfolio



**Objective:** Develop a portfolio review to assess the current status and identify possibilities for alignment and improvement.



#### Cities review their Mission Portfolios for adaptation purposes



Sources: Own elaboration based on Belle (2020).

#### 8. Mapping a Dynamic Portfolio



**Objective:** map and disseminate the Mission-Oriented Initiatives generated and promoted by the Climate Mission:

#### 1. Map innovation initiatives:

- Across government sectors and agencies
- Across Alliance Members
- Classify innovation initiatives according to variables:
  - Mission **Dimensions** (eg. transport, built environment)
  - Type of innovation\*
  - **Stage** of development (prototype, demonstrator, in progress)
  - Partners, resources
  - o Impact
- 3. Develop a Database and Dashboard to communicate and share Mission-Oriented initiatives and projects among Alliance and the city in general

#### Countries and cities map and diffuse their mission-oriented projects



Source: UNDP, (2019) Intelligence Report Systems Approach to Youth Unemployment

#### Summary of recommendations



#### A. Alliance Roadmap

- Design and implement a User Journey approach for each type of Alliance membership
- Set a clear commitment development and validation process
- 3. Develop an Alliance Toolkit to support implementation and collaboration activities
- **4.** Develop a Monitor, Evaluation and Reporting scheme for the Alliance

#### B. Governance and Portfolio

- Incorporate criteria for defining a target group
- Incorporate a new role for Ambassador Organisations: Boosters
- Conduct a comprehensive review of the Project Portfolio
- 4. Map a Dynamic Portfolio





# 5. Conclusion









### Conclusions



- 1. Valencia's Climate Mission Alliance is an innovative approach to climate governance, that should contribute to the Climate Mission becoming a city mission and not a government mission.
- 2. A societal commitment and distributive leaderships across Valencia should contribute to the Mission advancing beyond political cycles, without losing momentum and support from City Hall.
- 3. The success of the Alliance will depend on **collective capabilities** across actors in Valencia that must be created and shared through the Alliance, but mainly on the City Hall's capacities and capabilities to lead.
- 4. City Hall must set example, delivering, monitoring and reporting their targets and progress to all audience.
- 5. Support and collaboration from the EU has proven decisive to guarantee both technical and strategic steering but also wider support beyond the national and local context.

# Gràcies iGracias! Thank you!









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