



**Final Presentation  
IIPP MPA Placement Team Las Naves  
June 2023**



## Final Presentation IIPP Placement Team Las Naves



## IIPP MPA TEAM



Ana Rojas



Darío Arenas



Lorenzo  
D'Allomo



Luis Sáenz

## IIPP SUPERVISORS



Manuel  
Maldonado



Eduardo  
Molina



Anna Melchor



Fermín Cerezo

## LAS NAVES

# 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

València  
climate  
2030  
mission



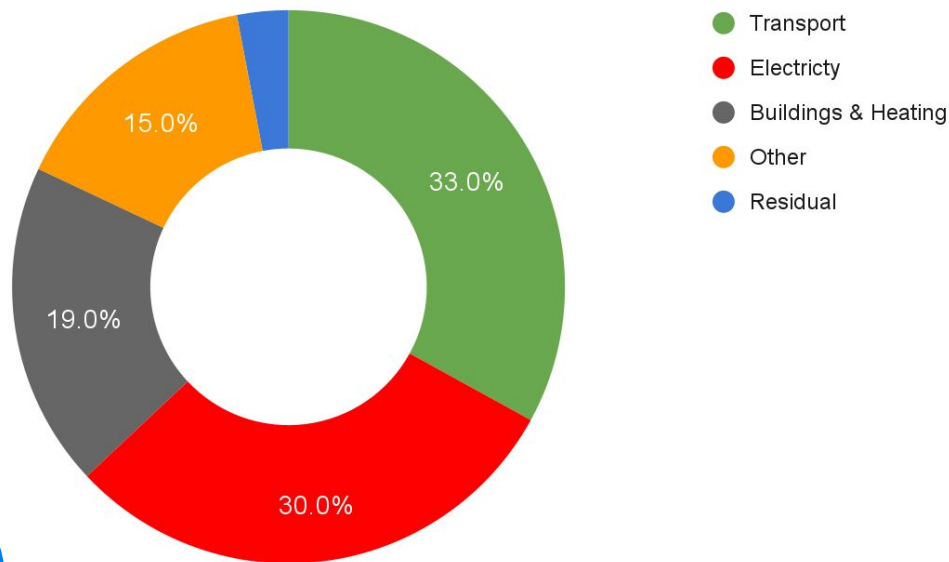
Missions  
València 2030

València  
climate  
2030  
mission

# Valencia GHG Emissions Inventory

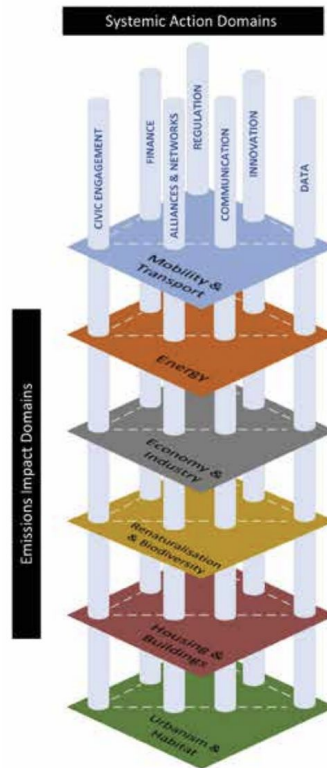
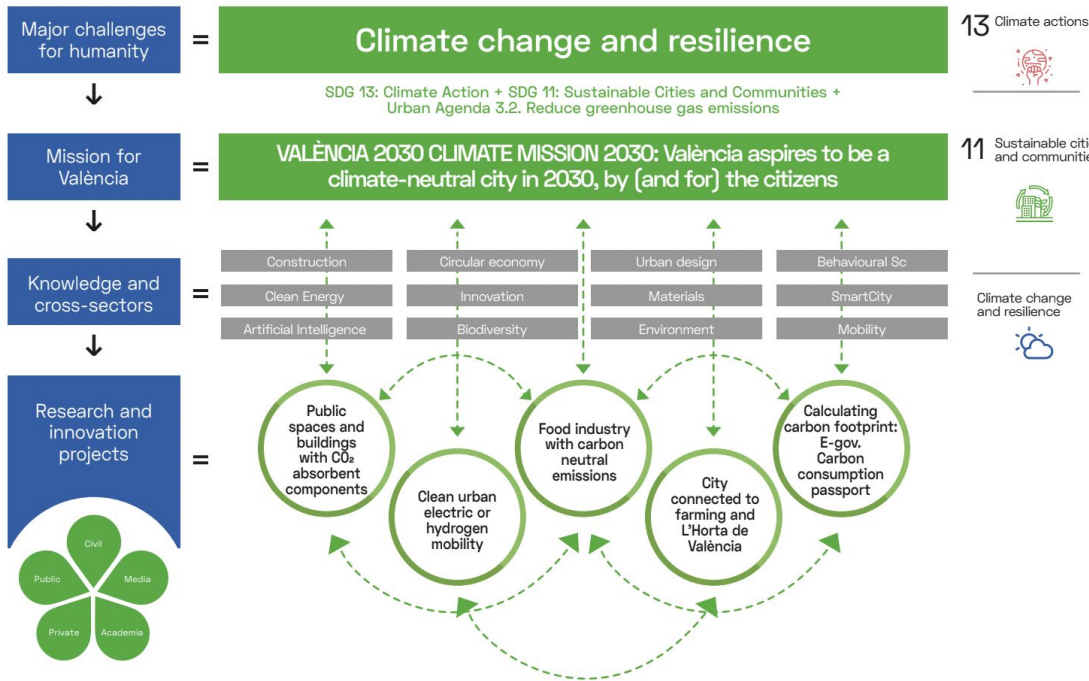


Emissions by Sector

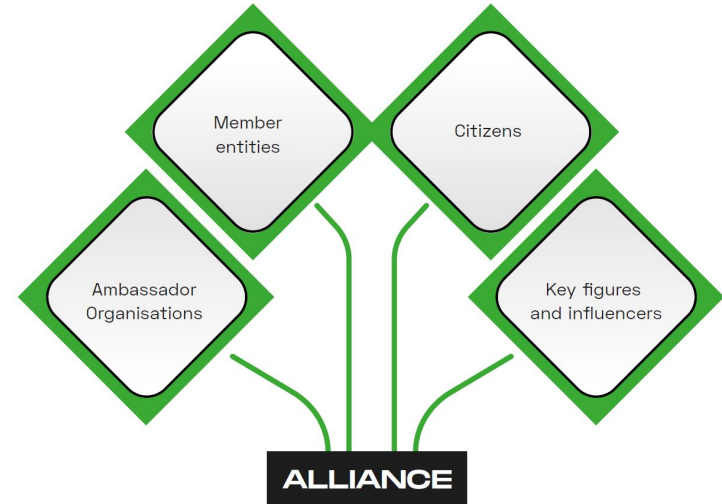
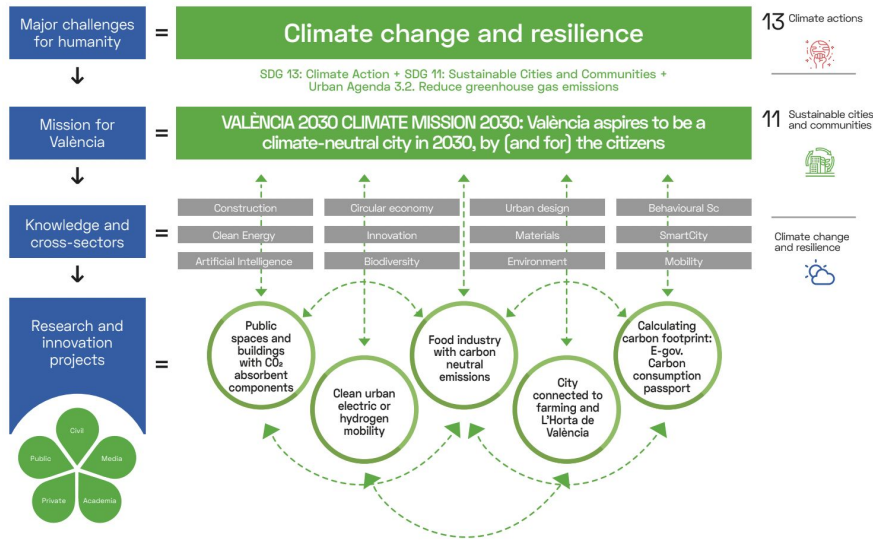


**Transport, buildings and electricity production** are the three main 'pain points' when it comes to emissions in the city

# Climate Mission of Valencia

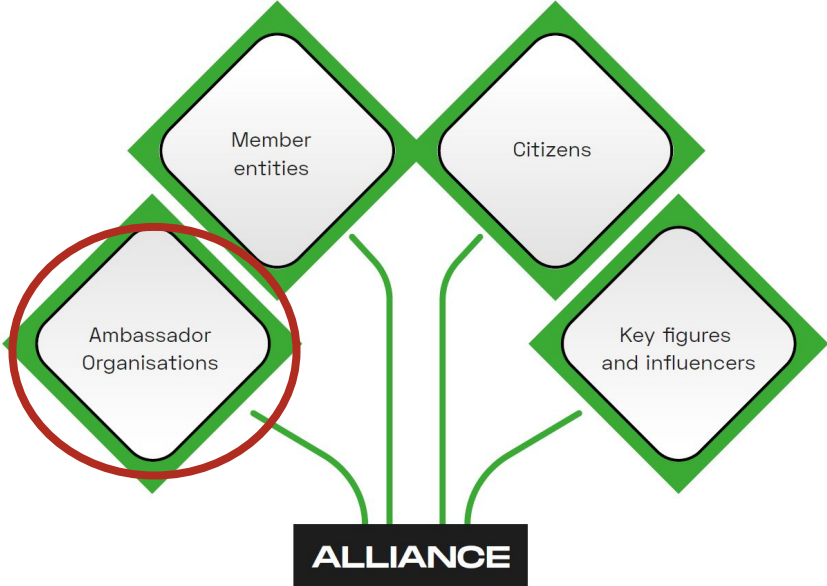
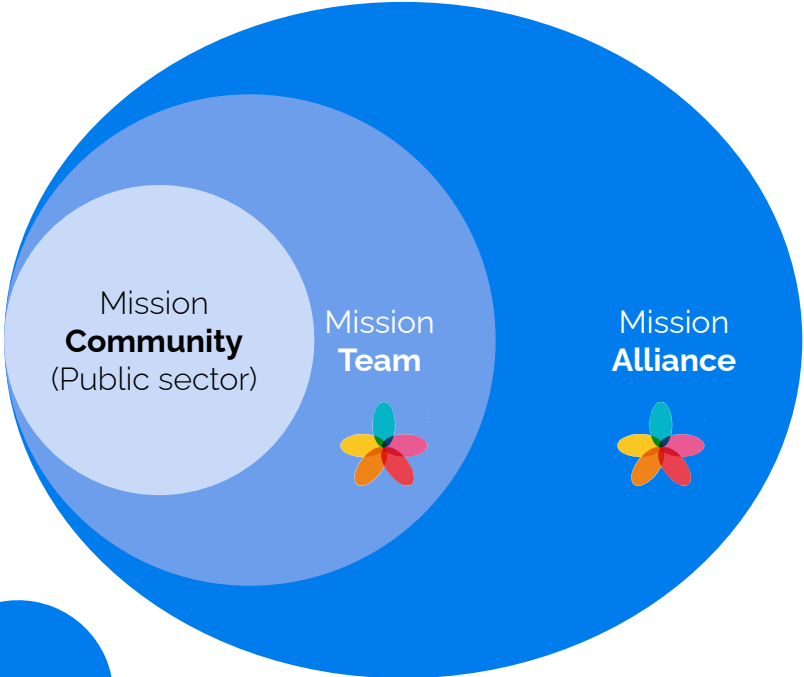


# Climate Mission of Valencia





# Mission Alliance







# 2. Methodology & Tools

València  
climate  
mission 2030



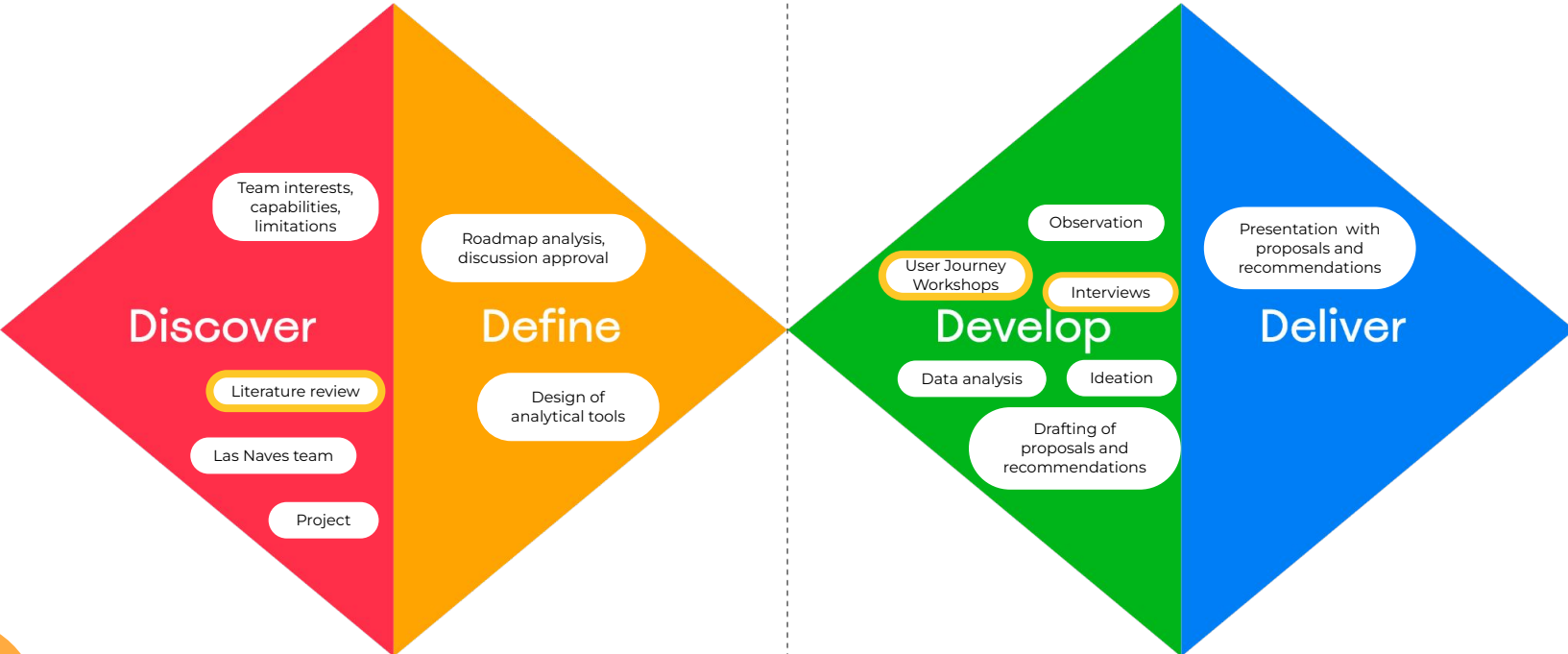
AJUNTAMENT  
DE VALÈNCIA



Missions  
València 2030



# Double Diamond



RESEARCH

DESIGN

# 3. Insights



València  
climate  
mission 2030



# Literature Insights



## Missions

-**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



## Systems change

-**Leverage actors, sectors and actions** need to be **identified**

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



## Climate change

-**Coordinated climate action** 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

-**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 design



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

1 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



## Missions

- **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**.



## Collaboration

- 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.



# User Journey Insights

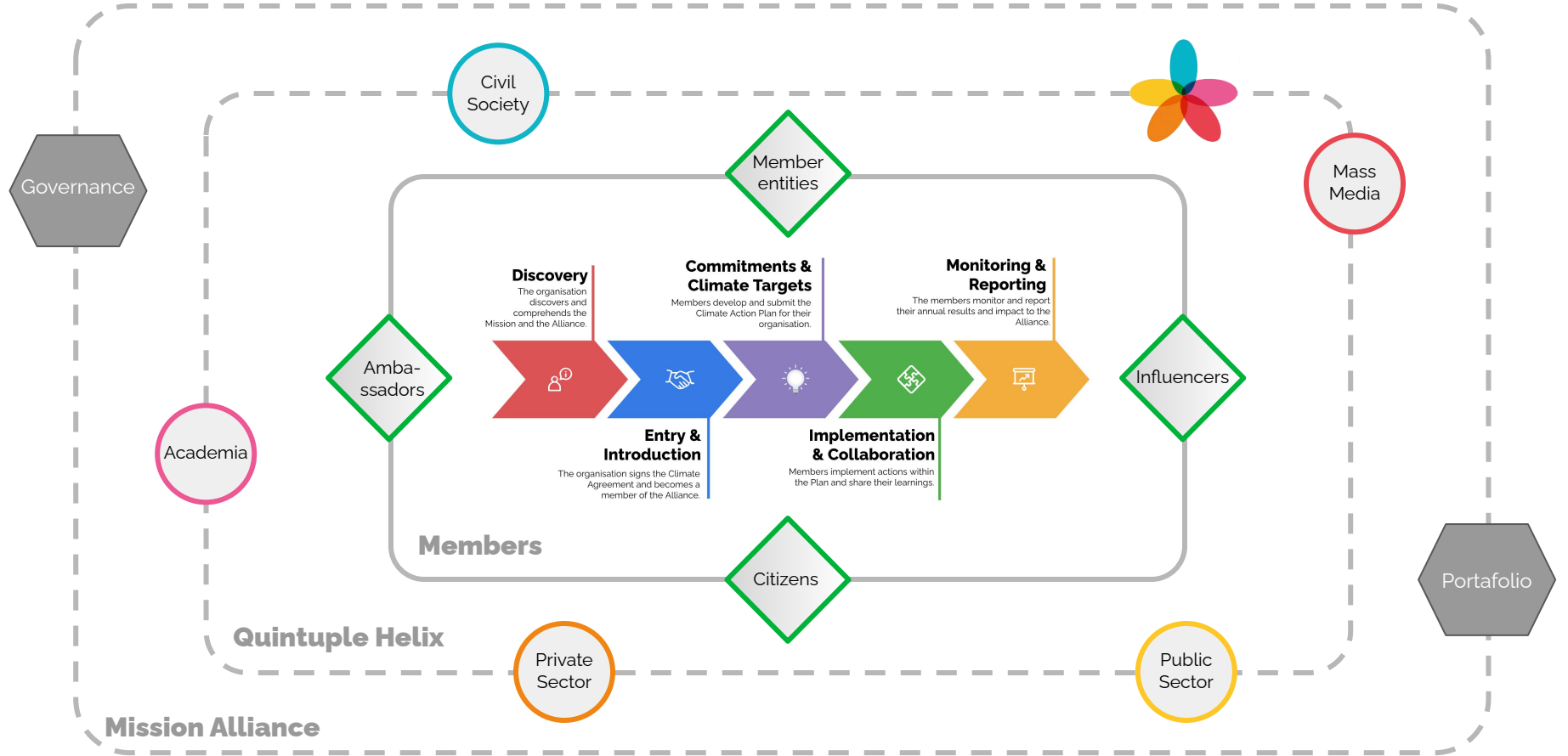
- ① It is unclear which should be the **moment** in which an **Ambassador Organisation** adheres to the general or specific commitments of the Mission.
- ② The **scope and quality** of the commitments for Ambassador Organisations. Strong debate around whether the commitments should be standardised for all, or personalised by organisation or sector type.
- ③ 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.
- ④ 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.
- ⑤ 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.
- ⑥ 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



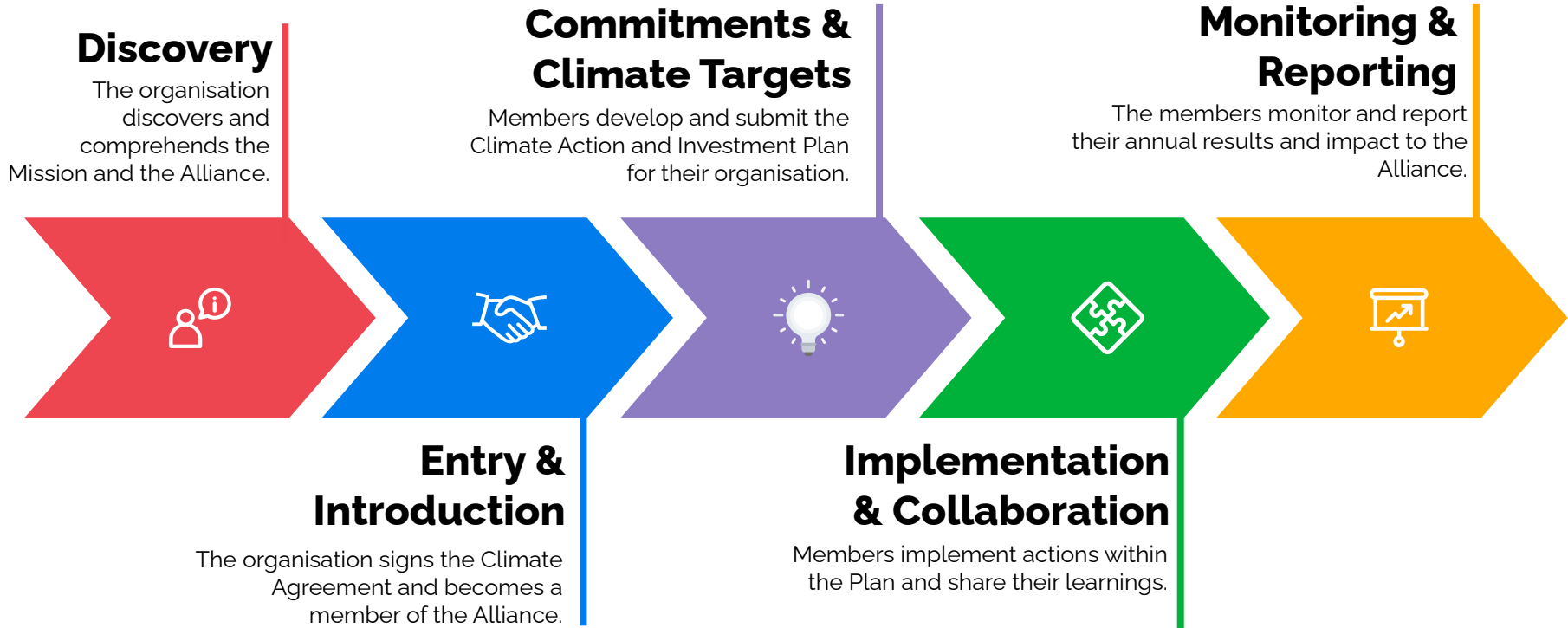
# Alliance



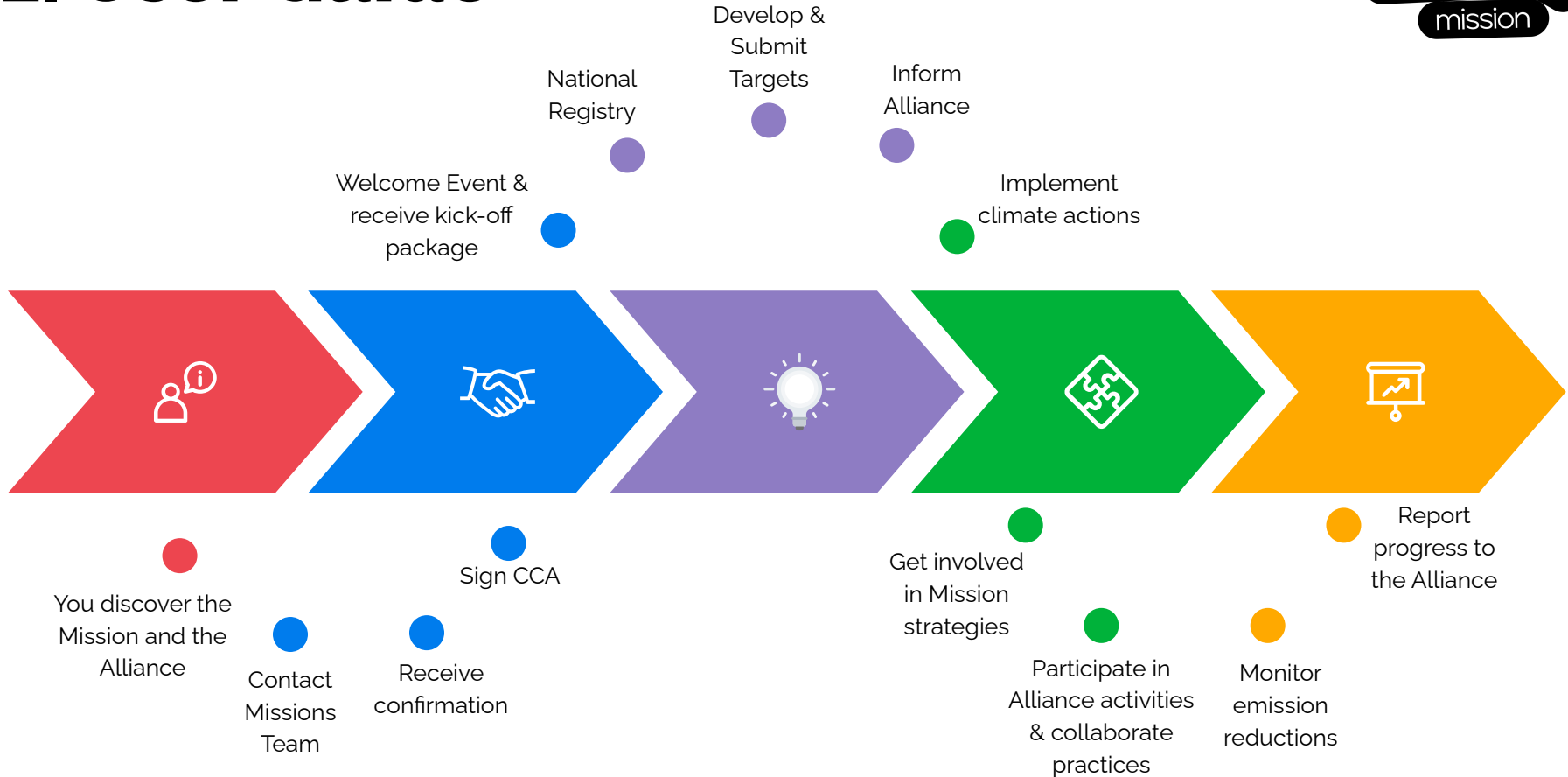
# Alliance Roadmap



# 1. User Guide



# 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.



## 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.



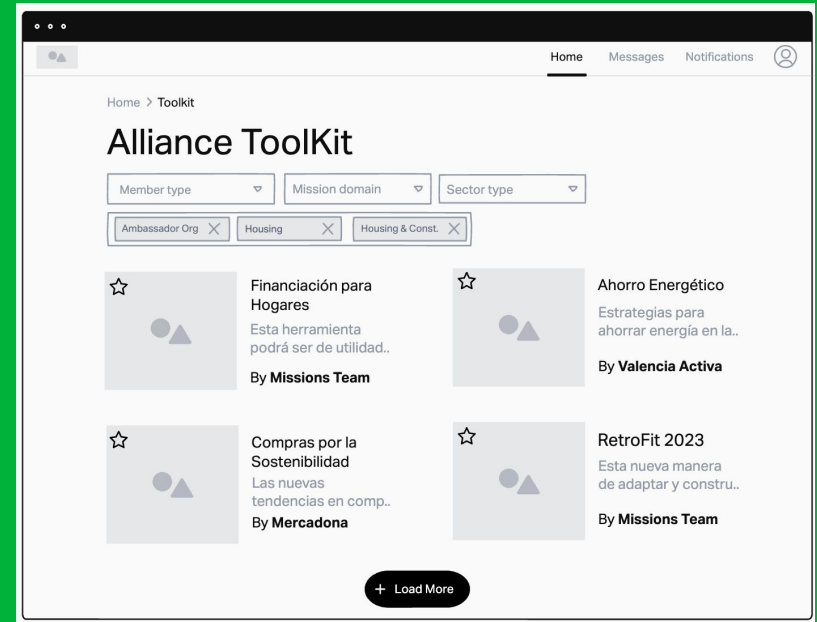
# 3. Develop an Alliance Toolkit to support implementation and collaboration activities

## Objective:

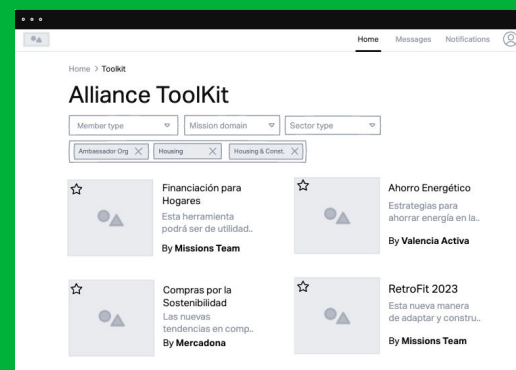
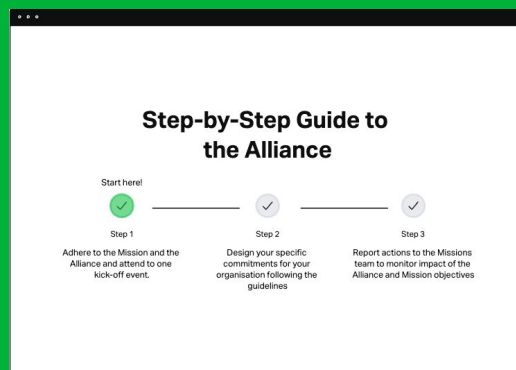
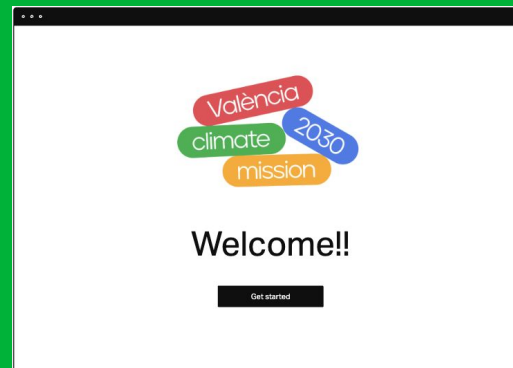
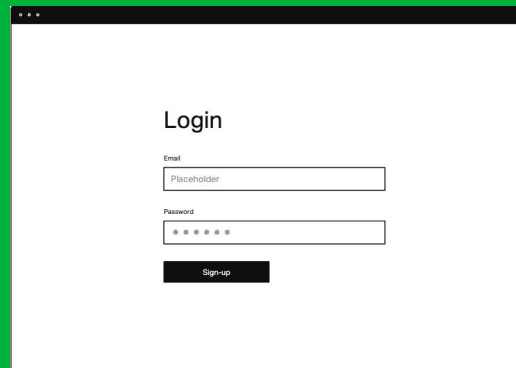
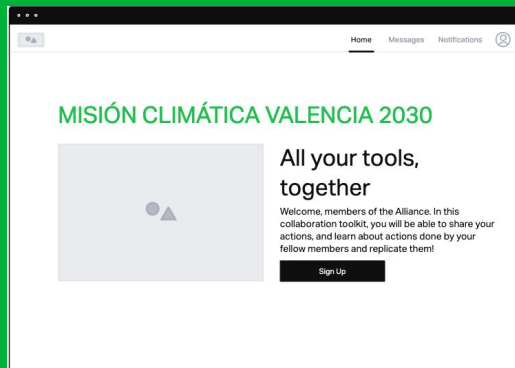
A platform of collaboration and collective intelligence where all Alliance members have access to tools provided by the Mission and practices from the other members.

## 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.



# 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.



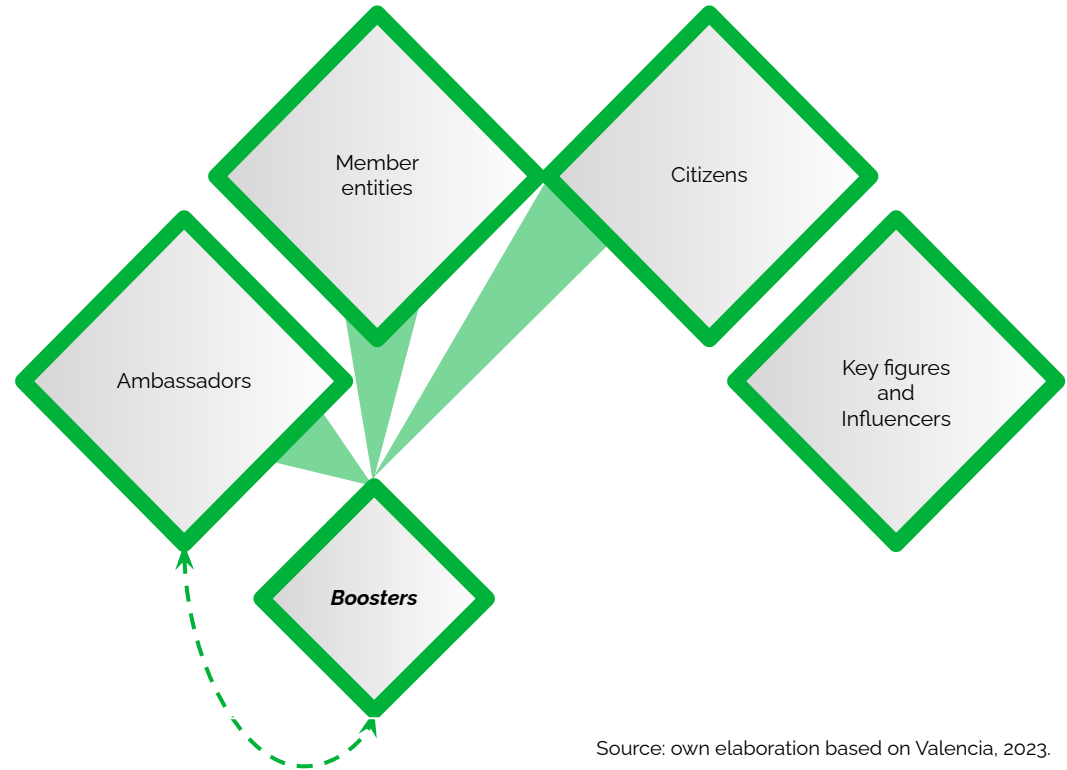
*"Missions require **picking the willing**: those **organizations** across the economy (in different sectors, including both the public and private sphere) **that are "willing" to engage** with a societally relevant mission",*  
**Mazzucato, 2018.**

# 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

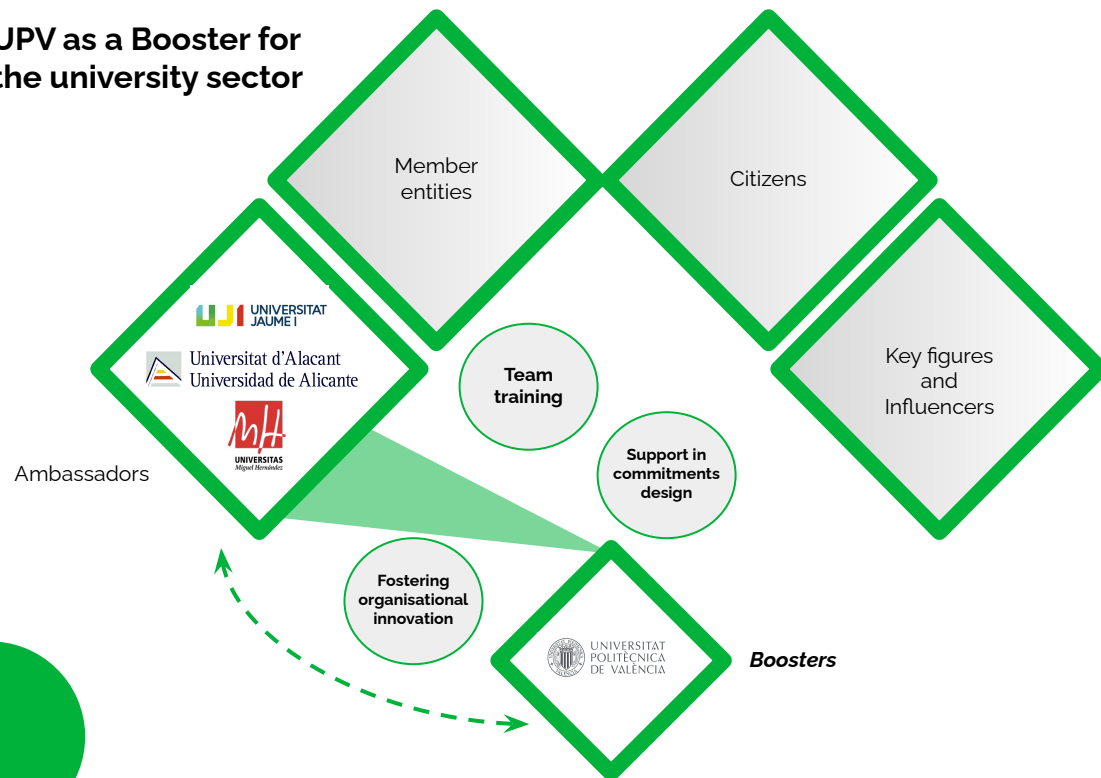
The **Boosters** are **Ambassador Organisations** that:

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



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

UPV as a Booster for the university sector



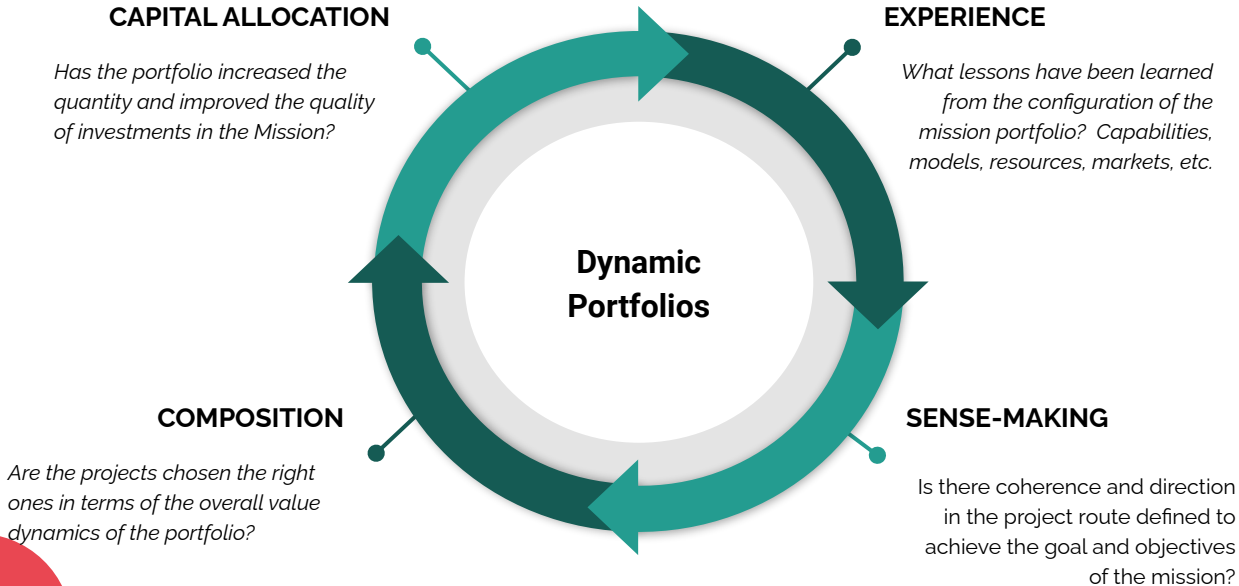
Possible Boosters per sector and type of organisations:

- 
  - Startups
  - SMEs
- 
  - 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

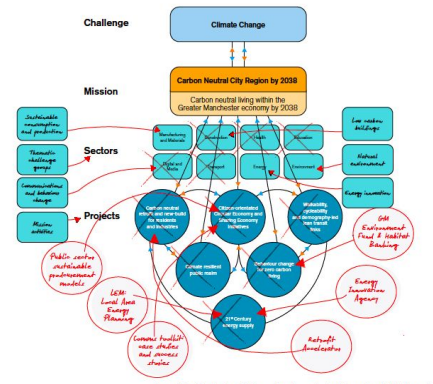


Figure 4. Decoupled sectored relation roadmap. (Source: Institute for Innovation and Public Purpose)



# 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**
- 2. Classify innovation initiatives according to variables:**
  - Mission **Dimensions** (eg. transport, built environment)
  - **Type** of innovation\*
  - **Stage** of development (prototype, demonstrator, in progress)
  - Partners, resources
  - **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

1. Design and implement a User Journey approach for each type of Alliance membership
2. 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

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



# 5. Conclusion

València  
climate  
2030  
mission

# 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  
¡Gracias!  
Thank you!



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