

Deliverable Proof – Reports resulting from the finalization of a project task, work package, project stage, project as a whole - EIT-BP2020

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<b>Name of report</b>	200231-D02 Capacity building materials
<b>Summary/brief description of report</b>	Capacity Building Process and examples
<b>Date of report</b>	31/12/2020

**Supporting Documents:** attach in pdf format



# W<sub>P</sub>1: CAPACITY BUILDING MATERIALS

Version 2.3

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## Executive Summary

Work done in this Work Package includes a hybrid between existing capacity building, learning and awareness-raising methods and tools developed during this process.

Capacity Building is recognised as the process by which individuals and organizations obtain and improve the skills, knowledge and tools to do their jobs competently or to a greater capacity (larger scale, larger audience, larger impact, etc). In Birmingham the capacity building undertaken over the last few years is beginning to impact on the national government and regional government policies, approaches and behaviours. We have gained support from the private sector, a number of trusts, foundations and other third sector institutions. As SATURN progresses it will benefit from and considerably extend the reach and impact of this work.

Following a series of training and workshop activities developed and run by the Birmingham Hub, this report describes the capacity building process and methodology as developed for the SATURN project in 2020 and will continue in 2021. Capacity and capacity building concepts, as well as capacity measurements in this context, are explored to build a framework to evaluate the social capacity generated with the interventions and better plan the actions to be undertaken by the projects to succeed. The report presents the different steps of the process as these have been developed and tested by the Birmingham Hub, following the visioning and stakeholder engagement activities. We see capacity building as a necessary and crucial step that will transform theory to practice and will support project partners and external stakeholders to continue the work generated this year. Using tools developed in Birmingham as well as key learning points from partners such as the MOTION project (*EIT Climate-KIC KAVA1.2.7 Building a Methodology and Community of Practice for Catalyzing Transformative Change through System*), the team has developed a capacity building framework that focuses on spatial planning and landscape values. The framework will be tested and assessed by partners and externals in the next phase of the project.

## Glossary

**Capacity Building:** The process by which individuals and organizations obtain, improve, and retain the skills, knowledge, tools, equipment and other resources needed to do their jobs competently or to a greater capacity (larger scale, larger audience, larger impact, etc). Capacity building and capacity development are often used interchangeably.

### **Capacity Building in Project:**

This capacity can be enforced with development projects through capacity building. This term means much more than training activities as it includes not only human resource development but also organizational and institutional development (UNESCO, 2010). Capacity and capacity building concepts, as well as capacity measurements in this context, are explored to build a framework to evaluate the social capacity generated with the interventions and better plan the actions to be undertaken by the projects to succeed.

**Stakeholder Engagement:** A process that meets participants expectations is important in every project. A design that fits into the analysis made by the project is developed and used by the partners in order to map and manage all the different actors participating in their projects.

**Visual Toolbox:** A toolbox developed by EIT Climate-KIC including 17 different tools on stakeholder and systems mapping and engagement. This tool is used by Climate-KIC Coaches and Trainers to specific sessions, city trainings and projects.

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## Theoretical Framework

The reason why we do not see or value the landscape is complex, but part of the problem relates to its multiple ownership, numerous types and scales of conflicting designations, governance structures, policy requirements, and regulatory frameworks. This leads to an approach that is fragmented and sectoral and, therefore, fails to see the bigger picture or recognize the value that the territory has in order to deal with current environmental challenges. With partners from across Europe, the EIT Climate-KIC SATURN project aims to develop new integrated strategies which will increase awareness of the capacity of the landscape, which is seen as a vital way to address the deepening climate emergency.

SATURN aims to be instrumental in transforming the identity and ambitions of regions in a way that prioritises quality of life, environment and landscape as economic investments. It anticipates that the project outputs will build capacity across Europe to help nation-states meet the 2030 UN Sustainable Development Goals (UN SDGs) and respond to the environmental challenges.

A three-tiered approach was created to help achieve SATURN's goals. The first tier generates a new holistic spatial vision that connects global goals with systems change; the second tier utilizes ecosystem services and natural capital to map and evaluate in detail all existing and future potential across the urban and peri urban landscapes. The third tier takes a systems modelling/assessment approach and helps reveal who the critical hidden beneficiaries are; this then determines the level of stakeholder engagement and takes you into the territory of circular economies. The tiers are materialized with a holistic vision, stakeholder and capacity building processes, a toolbox, and several awareness and engagement activities (events, meetings, workshops, training, press releases, conference sessions, interviews, video material).

The third tier, that of capacity building is absolutely essential- but often missed out of current policy, delivery and governance models. The sheer scale of the challenge facing us in relation to climate change is a true emergency, leaving us just 10 years now to instigate significant changes to what we might consider as 'business-as-usual'. A very significant part of this step-change will be identifying all the potential 'hidden' stakeholders required to deliver your local/regional vision. Identifying is critical, something you will have achieved in tier two- Stakeholder Engagement. But there is a big difference between knowing that they are there and knowing how and why to engage with them. This is what this third tier work will enable you to do. To build capacity to address the scale of change required, so spreading the load, the responsibility and bringing fresh resources to the table.

This short report to be read in conjunction with the Toolbox Tool will equip you to plot and manage your own journey. To build confidence that you can be bold in your vision and commit to making that vital step-change in approach- now.

## Background

The planned year for 2020 did not transpire due to the overwhelming impact of COVID-19; forcing the Birmingham-Hub team to re-think the activities, to still achieve the desired outcomes and project deliverables.

The original programme committed us to a series of face-to face workshops with our case studies and with our SATURN partners- around systems thinking; and in particular undertaking Causal Loop diagrams to identify the essential but hidden stakeholders and their relationship to each specific case study.

To replace these face-to-face workshops the SATURN programme invested in interactive whiteboards through the MIRO software programme. These enabled the partners to engage in similar activities utilizing the Tools from the EIT Climate-KIC Visual Toolbox.

From the 3-tier approach being delivered by the Birmingham Hub, it was possible to deliver both the visioning and stakeholder engagement elements across all case studies and SATURN partners within 2020. This leaves the exercise of Capacity Building needing to happen in 2021.

However as the lead group for this tier 3, capacity building, it was essential that we developed a methodology to replace the originally planned activities- that could get us to the same outcome. For this the Birmingham Hub has looked across all of its visioning and stakeholder engagement work- that took place at the regional scale; the ambition for which is the establishment of a National Park covering the regional geography, which is predominantly a post-industrial landscape. This would be a first for the UK as its National Parks to date have been declared on the basis of their accessible and semi-natural condition. They therefore represent preserved landscapes that are predominantly rural in nature.

In 2021 the Birmingham Hub will test this capacity building approach across its 3 case studies and work with the SATURN partners through their case study and regional examples.

This report now details what this replacement methodology entailed and its resultant findings.

## Revised Capacity Building Methodology

A vitally important ingredient that helped the SATURN programme in 2020 transition to a new methodology was the collaboration with MOTION project (*EIT Climate-KIC KAVA1.2.7 Building a Methodology and Community of Practice for Catalyzing Transformative Change through System*).

MOTION is a collaboration between transformative innovation policy consortium and EIT Climate-KIC; a member of the European Institute of Innovation and Technology. MOTION aims to support the transition to green living, looking at barriers and opportunities to develop sustainable communities; centered around new typologies for citizens.

What MOTION speaks about is the process of change from one system to another system (Fig. 1). This is the essential step-change required by societies and governance models to prepare for and positively respond to the true challenge of climate change. In re-understanding this transition it is vital to recognize that this means stepping from the path that you are already on-‘business-as-usual’ onto a second path- one built around sustainability and the guiding principles of the global UN SDGs (Sustainable Development Goals).

This is a really simple but often misunderstood message around change. It is why change often fails when attempted within institutions or societies. This idea that change as a process involves people doing ‘more’. Doing extra. In order to deliver change- there is a need for the people within the organization or the society to work harder delivering more than one outcome.

This is based on this simple assumption, that ‘business-as-usual’ must continue-right? We can’t stop ‘business-as-usual’. So by calling for change it must imply additional work-over and above- the current workload.

What MOTION and other transition models make clear is that this is a fundamentally wrong assumption.



The process of change or transitioning is not about doing more. It's about clearly identifying and articulating the two separate paths. Clearly understanding the activities currently being undertaken and understanding what an alternative- sustainable path would look like.

The process is then to map a journey from one path to the other. This will involve stopping doing certain tasks and starting to do replacement- not additional tasks. So you replace unsustainable activities with sustainable ones. This simply has to happen over a short time. This will involve very tentative moves initially as this whole journey has to work- within existing capacity to begin with.

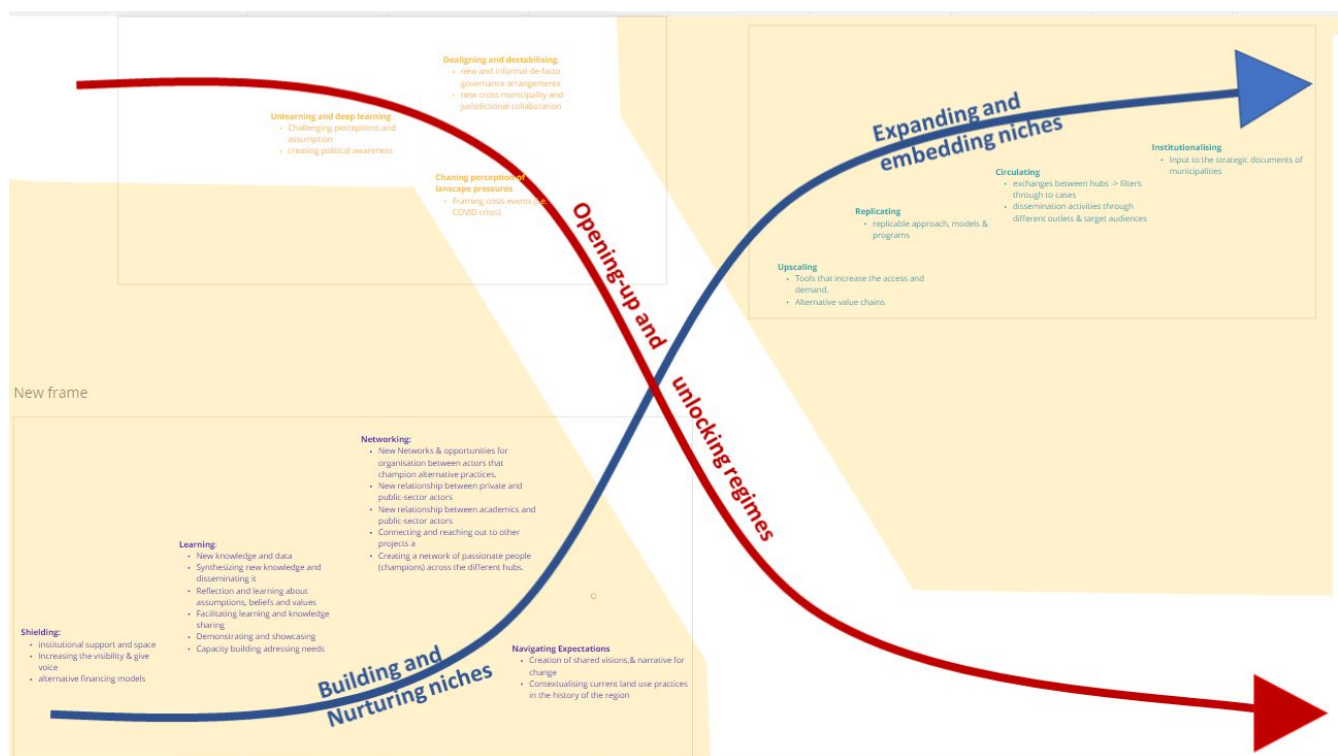


Figure 1: Graph demonstrates the different paths to build and expand niches and unlock regimes, following the Theory of Change developed by the MOTION project (*EIT Climate-KIC KAVA1.2.7 Building a Methodology and Community of Practice for Catalyzing Transformative Change through System*).

## Growing Organizational Capacity by Changing Path Based on Your Vision

What MOTION brought to SATURN was this fresh way to assess capacity and to connect it to the project vision; as you cannot plot a second more sustainable path- if you do not know where it is leading. This also provides a very clear rationale why all projects require a strong and widely owned vision; as this will be your guiding principle along this new second path.

The MOTION graph (see Figure 1) clearly shows the current activity path- in red. For your specific project or case study it will be necessary for you to be able to address these prompts or questions on this red axis. As what this is highlighting is where the current blockage or barrier to change sits. This might be one anchor organization or a cluster of key decision-makers.

To get the most out of the capacity building exercise you need to return to your vision.

We went back to our regional vision, which was to create a new National Park across our region. What we then had to do was to go back to our Pentagonal Challenge and look at how the vision could be delivered against this challenge. So the best way to understand that for us was to divide up the vision, against this challenge, by breaking the vision down into a series of steps or mini-visions.

For us this split out into six vision steps or principles- things that had to be in place in order for the vision to work against this challenge. So all six steps will need to be undertaken- as they are all equally important. What this did was to contextualize the vision; see Miro Boards below (Fig. 2 – Fig. 3):-

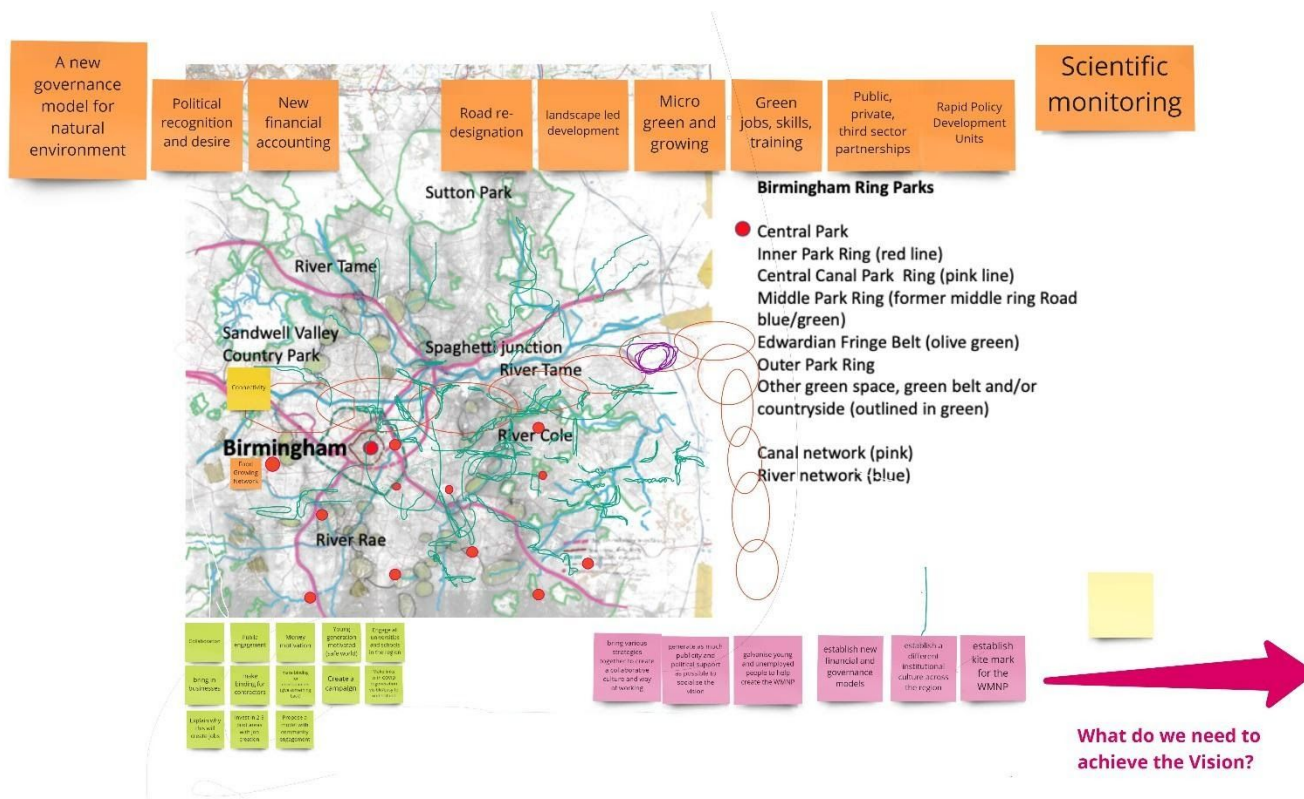


Figure 2: Assessing the necessary requirements on the vision delivery. Example from Miro Board of Birmingham Hub.

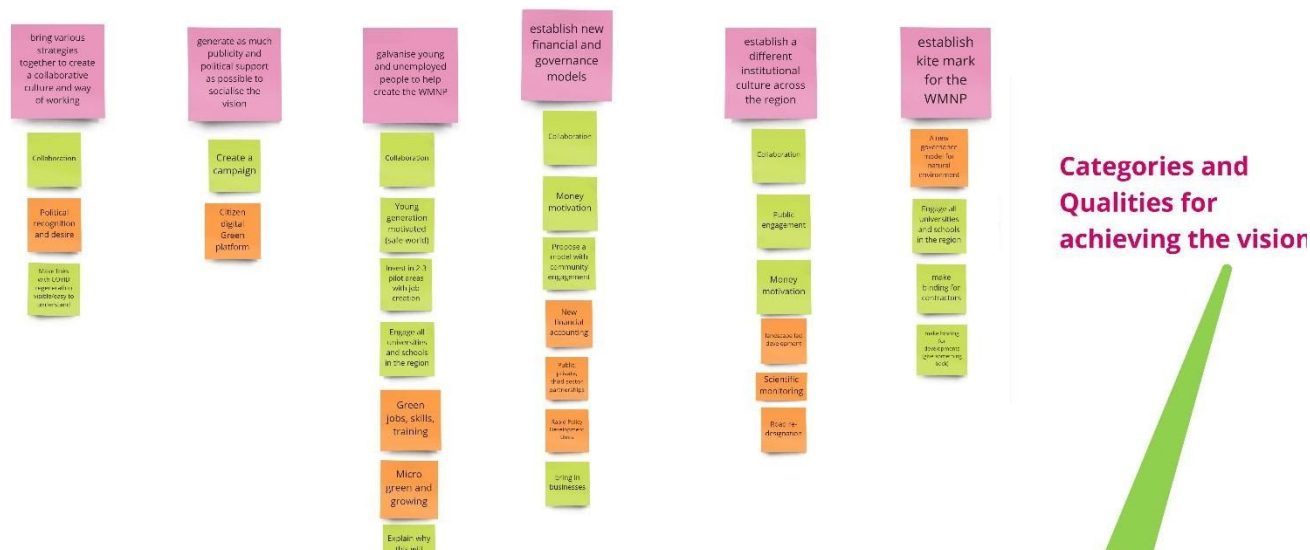


Figure 3: The Example from Miro Board of Birmingham Hub demonstrating the six steps need to be undertaken in order for the vision to be achieved

We then went back to our stakeholder engagement exercise, in order to reconnect the vision with issue of capacity building. As having established the key 6 steps to a new vision, we needed to know how and where our stakeholders would each fit with those 6 steps.

We then arranged all our mapped stakeholders under each of the six vision headings. You will find that some of your stakeholders may well play more than one role, so may appear more than once, so under more than one heading.

We then looked to prioritize each of these stakeholders against this specific heading and ranked them 1-3; 1 being the most influential (Fig. 4)

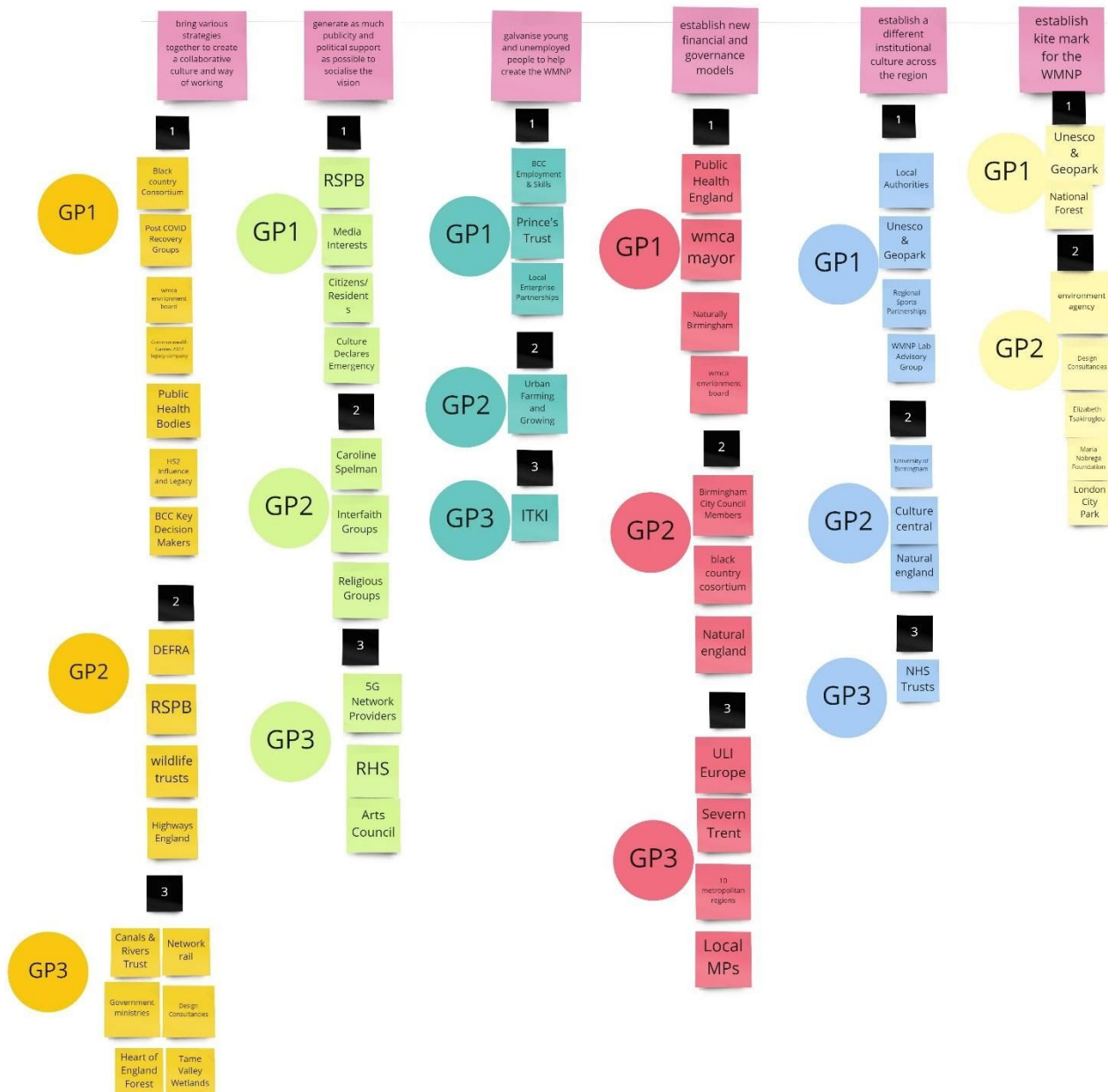


Figure 4: Miro Board example showing the re-arrangement and the grouping of the most influential stakeholders based on our earlier evaluation.

We then took these groupings back to the stakeholder universe and changed the axis titles so that we could map them against most influential; and against most adaptable; in their groupings (Fig. 5).

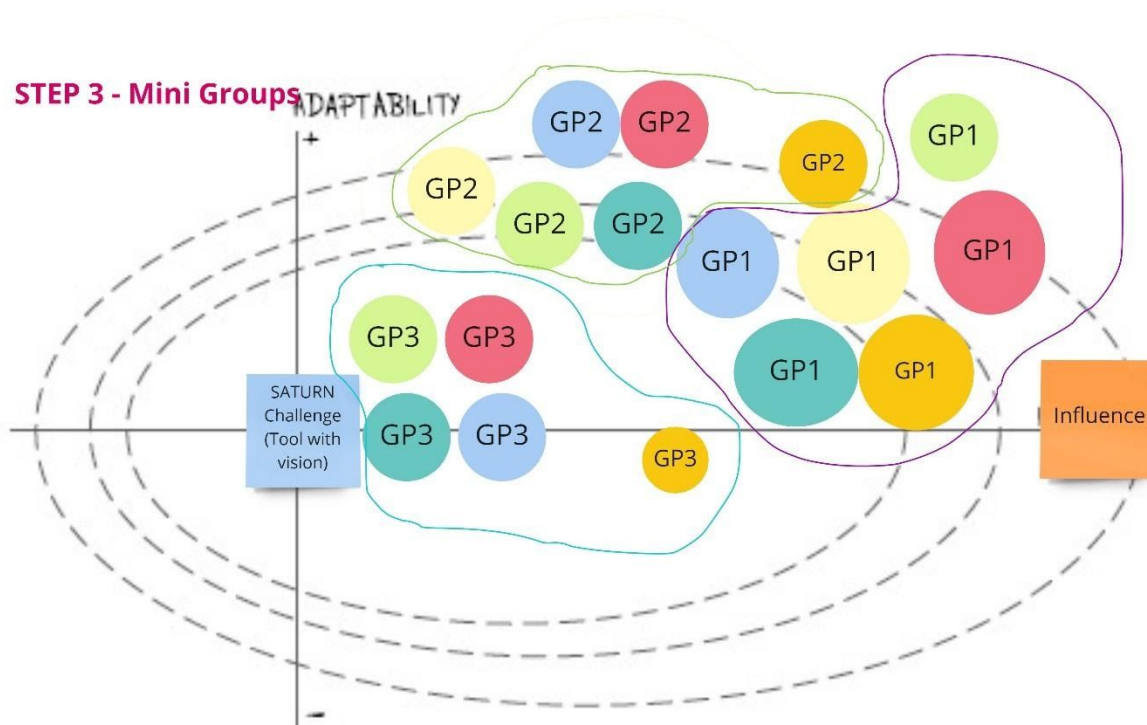


Figure 5: Placing the groups of influence in the Stakeholder Universe Canvas in order to visualise what are the most relevant and influential parties in relation to the SATURN project. Example from the activity held in Birmingham.

So this gave us fresh insight into how all our stakeholders related to our vision objectives/ headings, and how adaptable they were and how influential they were.

We were then able to look to apply these six vision headings against the MOTION graph and place them on one of the two paths- either red or blue (Fig. 6).

This for us identified which stakeholder group were the primary barriers to change; and which were the agents for change appearing on the blue axis.



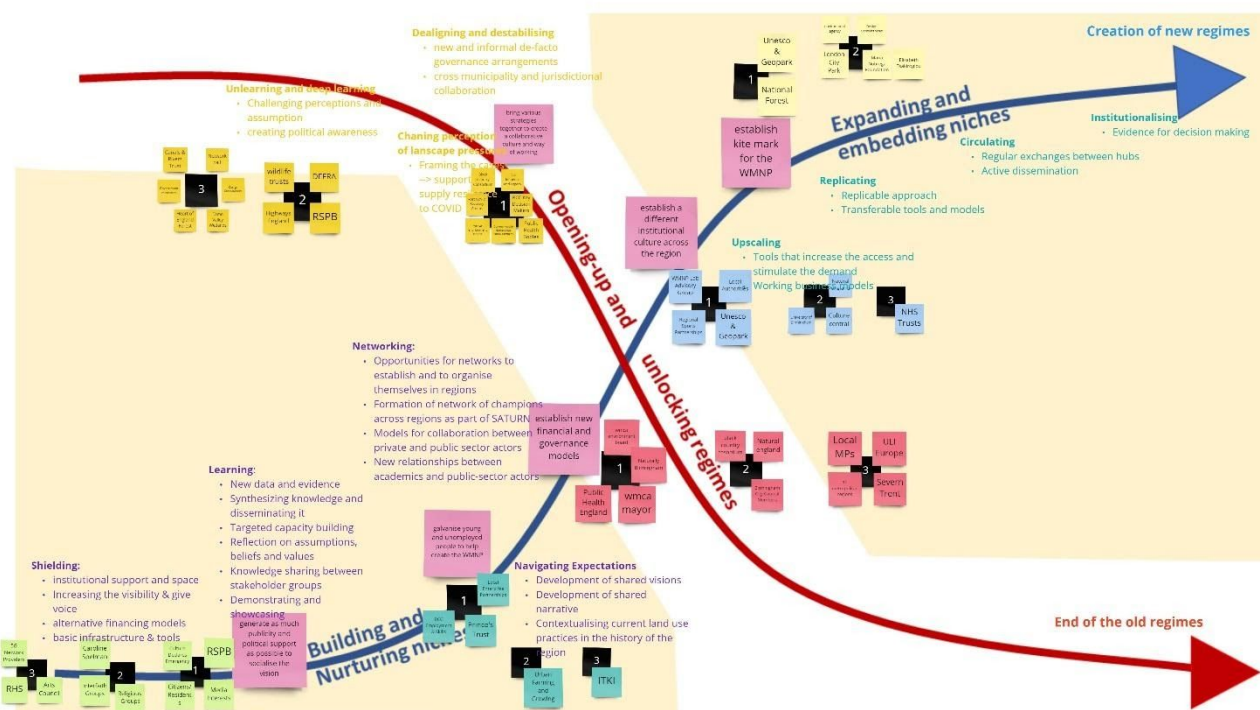


Figure 6: Graph example as developed by the Birmingham Hub demonstrating how we can unlock regimes in the West Midlands area, according to MOTION project's method (*EIT Climate-KIC KAVA1.2.7 Building a Methodology and Community of Practice for Catalyzing Transformative Change through System*).

This brought us to a very clear understanding of how our current system needed to change, who the main barrier organizations were; and a clear understanding of how some of our other key stakeholders were now seen as clear allies to help support the process of bringing fresh arguments, evidence or approaches to the key decision-makers.

As a HUB we then had to decide in the face of those decision-makers which one vision heading or objective was going to be the key to unlock the process. To provide that bridge between current business as usual and moving onto that more sustainable path. For us we determined that the delivery of our overall ambition to establish a new National Park, was more than getting the approval to the idea. It had to have some criteria to effectively measure what change or what the new landscape should look like. So we chose our Kite Mark as our key vision objective, that would help take an idea into something deliverable. A key set of criteria against which all future decisions for land use change or procurement could be sense-checked.

We then looked at our current regional governance arrangements to identify a critical path that such a criteria set would have to gain approval by. For the West Midlands Combined Authority there is an existing Public Service Reform Board. This Board had approved a new 'Doughnut Economic' framework based on the SDG's in 2019; so would be well placed to approve this idea of a Kite Mark and its criteria.

We then set about expressing this as a flow diagram; see Figure 7 below:

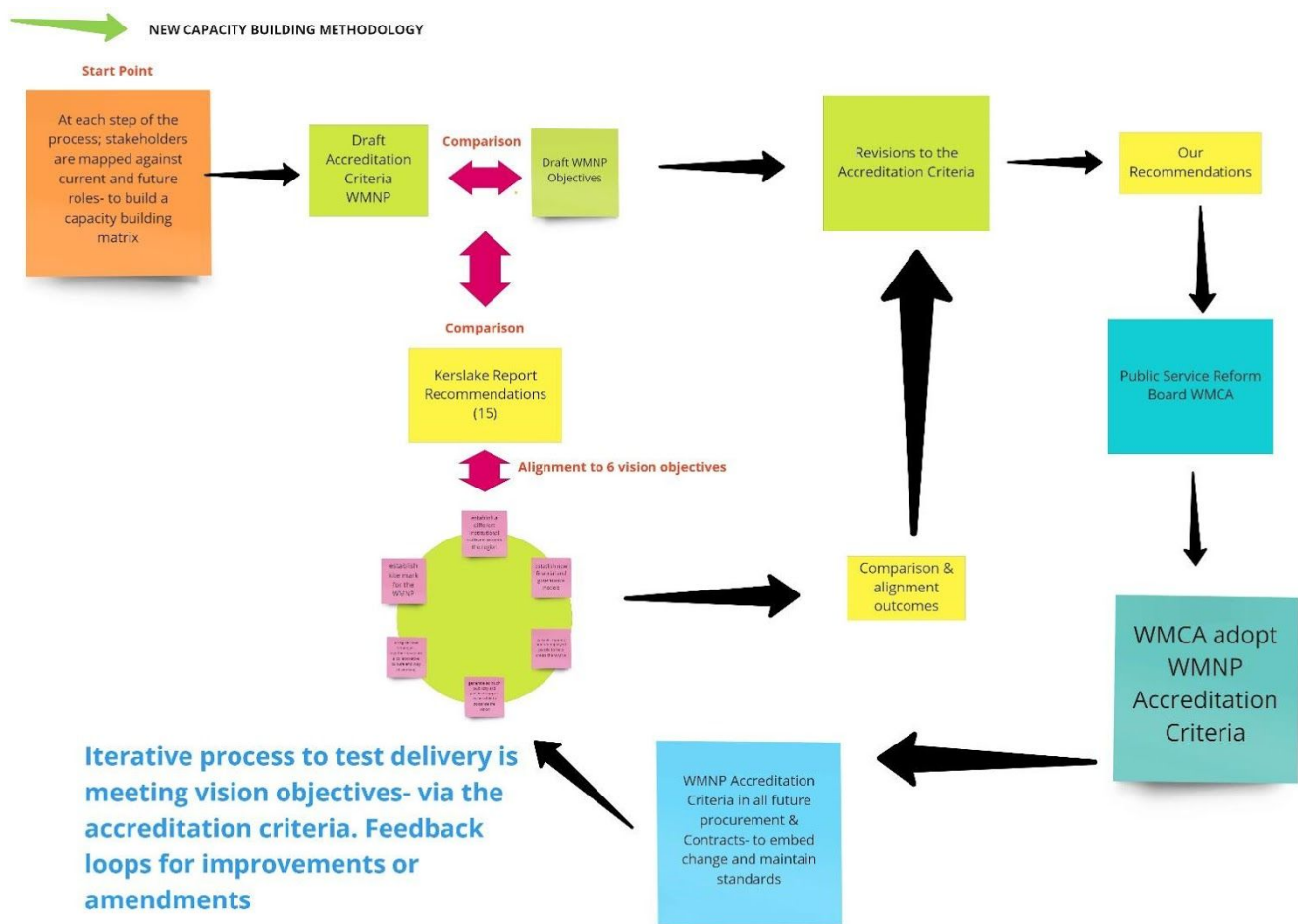


Figure 7: New Capacity Building Methodology

## Building Capacity – External Stakeholders workshop

Our main work on capacity building with our external case studies will happen in 2021; but we were able to test out some of the above ideas with 2 of the 3 case studies we have as a Hub.

We shared some of this understanding with our Food Growing Network case study to try to help them see their most influential players and some of their potential best allies to support their future ambitions or vision. This will require further work in 2021 but the feedback was encouraging from these case study partners.

Similarly we undertook the same review of the key stakeholders connected with the Tame Valley Wetlands. As a group they have just received a grant award for future improvements; so it is hoped that by working with them in 2021 we can help them identify their critical allies and barriers, to ensure their grant funding is best applied for a sustainable outcome.

## Conclusion

What this process has allowed us to do is understand very deeply the roles of each of our stakeholders, against our key vision objectives.

To understand what specific vision objective best represents the transition between change idea and delivering change on the ground.

It has helped us understand where this approval sits, with which organization and how to gain that approval.

It has helped understand who our natural allies are in preparing that Business Case for change, the more adaptable but still influential (in the stakeholder universe grouping exercise this were the group 2 organisations).

This plots a path of change from the red path to the blue path:

- It identifies how you transition;
- It identifies where the additional capacity is going to come from. In this case getting the primary organization that controls the local governance arrangements and resources- to adopt your vision and build that into its processes.

This process outlines the vital link between a vision and capacity building- and how to better understand your stakeholder engagement.

A further conclusion from the MOTION project (*EIT Climate-KIC KAVA1.2.7 Building a Methodology and Community of Practice for Catalyzing Transformative Change through System*) graph- is where a current activity is agreed to be stopped- then that isolated resource can then be redeployed to help support the growth of one of the emergent early blue line activities. This moves you away from this notion of 'doing more' in order to change. It would rather be better described as switching your activities and switching your dedicated resources as you switch.

## Next Steps 2021

Next year the Birmingham Hub of the SATURN programme will continue to work through its own 3 local case studies and support the other SATURN Hubs to undertake a similar exercise to fully test out this revised methodology for achieving capacity building.

This is so important if we are going to achieve these step-changes required to help restore the climate and live within climate limits.

Helping the major organizations transition from their current path of business-as-usual onto a more sustainable path will be a terrific outcome for the SATURN programme. In its title it offers transformation. Through this 3 tier process we think it will be able to deliver this change for all areas as from 2021.