



CAPACITY BUILDING METHODS DECK

FOR CIRCULAR CITY TRANSITIONS



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement number 820937.



What is the objective of this tool?

- Discover Capacity Building methods that can support your transformation journey



How to use this tool?

- Read each and every method.
- Remix and adapt to define a set of useful and relevant key methods for your programme.
- Use the portfolio matrix to classify and prioritize your methods.
- Take into account the learner persona you have defined earlier

ONE-OFF INTENSIVE **TRAINING COURSE**



Description of the method

- A structured event held in the venue of the main partner. Often following a training needs assessment, it is designed around a number of learning objectives.
- Each session will have predefined objectives and content materials, with a detailed session plan to guide the trainer.
- Training methods vary -from traditional 'classroom' style to the highly participative action-learning approach.
- Participants may be from one organisation (in-house training) or from a variety ('open training' event).

Use of the method

- Enhancing capacity at an individual level (competencies)
- Conveying knowledge in a structured way
- Ensuring that 'core' content is covered
- Ensuring that members of one project team/organisation are exposed to the same content and materials

Example

'The Circular City: Towards a Sustainable Urban Ecosystem' is a three weeks intensive course jointly run by UvA and Metabolic, that took place in Amsterdam in July 2018.

Link: <https://www.metabolic.nl/news/first-week-circular-city-summer-school-great-success>

Enabling factors

- Combining another support method with the training course, such as follow-up coaching; peer support groups etc

Implications

- High overall cost (preparation and event costs such as venue; food etc)
- Access to good training venue
- Requires quality control of trainers

SIGNPOSTING **INFORMATION AND RESOURCES**



Description of the method

- The provision of information and materials, or the indication of where to gain access to such materials and information.



Use of the method

- Enhancement of technical knowledge
- Obtaining 'good practice' reference material and examples (e.g. of policies, curriculum, best practices, etc)
- Enhancement of knowledge management



Example

- The Circular Economy Stakeholder Platform developed by the EU pinpoints a variety of documents that can be accessed to learn more about circular economy practices
<https://circulareconomy.europa.eu/platform/>



Enabling factors

- Close relationship with partner facilitates identification of resource needs in a 'fluid' manner



Implications

- Time to source relevant materials



HARVESTING EXPERIENCES



Description of the method

- Systematization of experience with a view to sharing key points with others. The process of gathering the experiences is often done in a way which can help collective reflection on the advances of the work, lessons learnt etc



Use of the method

- Building a shared understanding within and across organisations
- Useful as part of learning exercise



Example

- The Circular city funding Guide was initiated as one of the actions under the Urban Agenda Partnership for Circular Economy. The Guide was developed by external service providers and EIB experts. Cities and institutions participating in this partnership identified the need for wider and more effective dissemination of knowledge on funding the circular transition in an urban context, and started harvesting experiences, best practices cases to reinforce the capacity of the cities involved.

<https://www.circularcityfundingguide.eu>



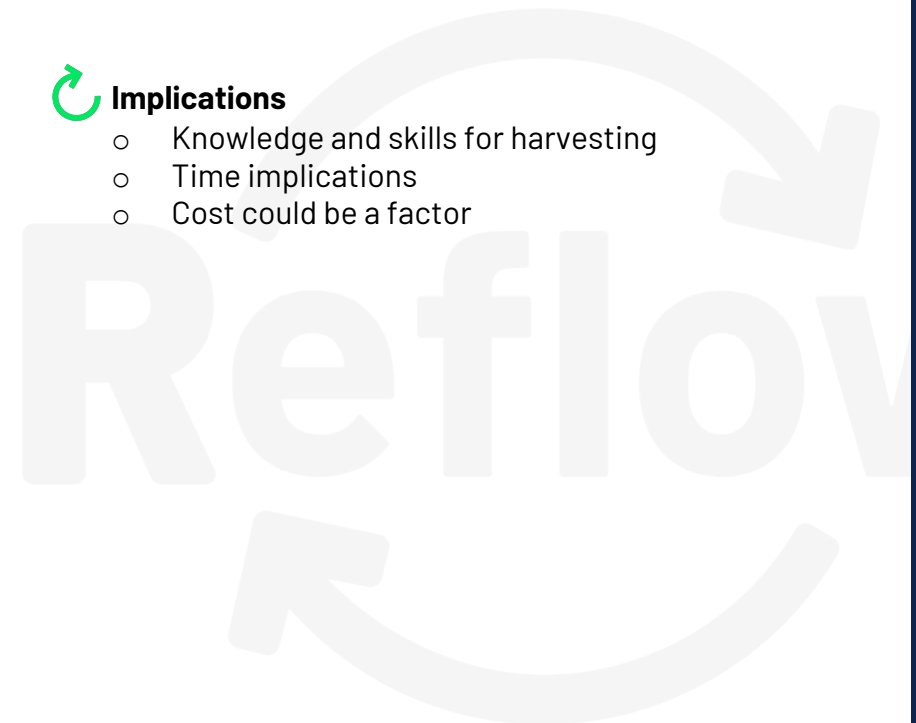
Enabling factors

- Clarity of purpose and output/outcomes
- Clarity on methodology
- Realistic timeframe
- Clear roles



Implications

- Knowledge and skills for harvesting
- Time implications
- Cost could be a factor



MODULAR TRAINING COURSE



Description of the method

- Based on action-reflection cycle, this is a series of structured events held over a pre-defined period of time.
- Participants often are asked to do an exercise on the topic of each module between each time they meet, or put the content of the module into practice in their project.
- Course can take place offline or in the form of a MOOC.

Use of the method

- Combining theory with practice
- Enhancing capacity at an individual level (competencies)
- Conveying knowledge in a structured way
- Ensuring that 'core' content is covered
- Ensuring that members of the project team are exposed to the same content and materials

Example

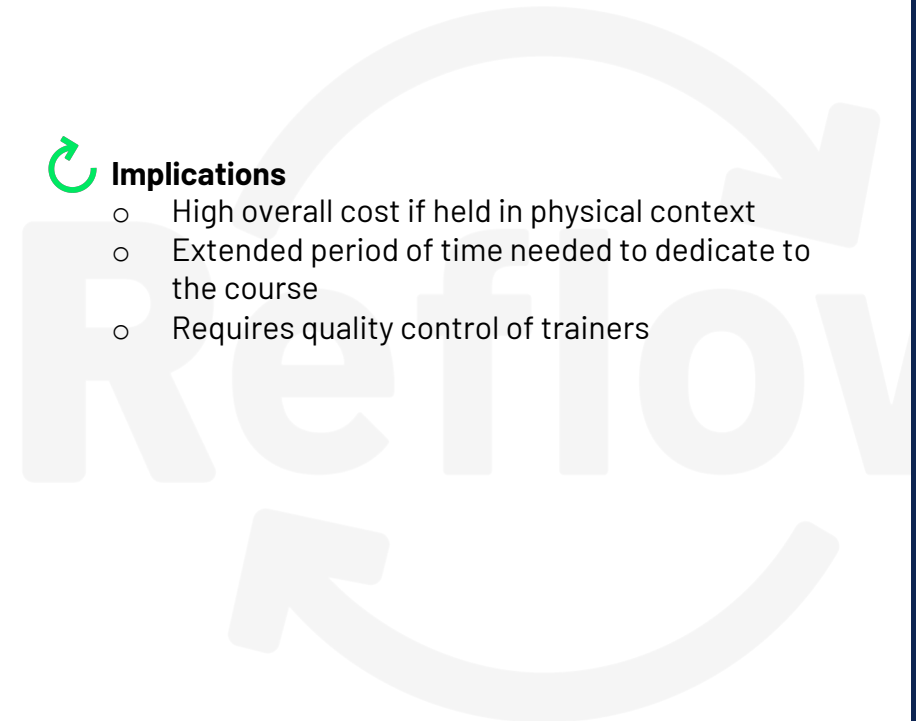
- The online course : Urban Metabolism for Policy Makers is targeting policy makers who are interested in learning how urban metabolism can help them develop more comprehensive and system urban policies in order to meet the Paris Agreement targets. <https://metabolismofcities.org/resources/mooc>

Enabling factors

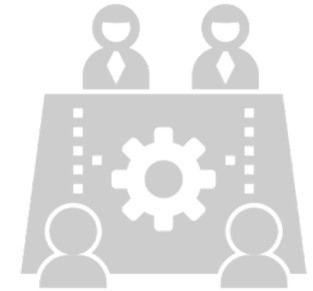
- Support by the facilitator/trainer in between modules

Implications

- High overall cost if held in physical context
- Extended period of time needed to dedicate to the course
- Requires quality control of trainers



FACILITATED WORKSHOP



Description of the method

- An event which is designed around specific objectives. These objectives can focus on the development of ideas and knowledge, or on the production of a specific output.



Use of the method

- Advancing particular initiatives via collaborative production of relevant outputs.
- Useful for intensive reflection and harvesting



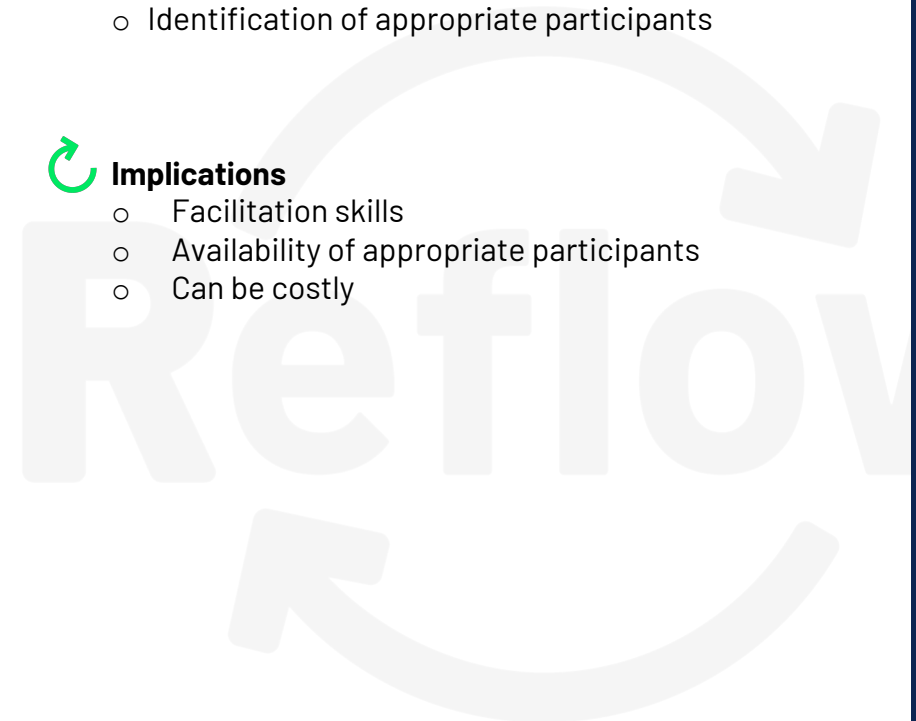
Enabling factors

- Clarity of purpose and outputs
- Identification of appropriate methods to be used during event
- Requires close facilitation to ensure objectives are met
- Identification of appropriate participants

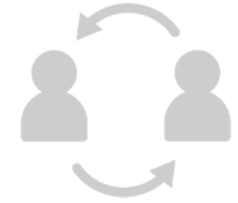


Implications

- Facilitation skills
- Availability of appropriate participants
- Can be costly



EXCHANGE VISITS



Description of the method

- A pre-arranged visit aiming to learn about a specific experience, or gain an exposure to the ways of working of another organisation, institution, team etc.

Use of the method

- Can be used to address many different capacity area
- Can build relationships beyond the one-off visit
- Useful for gaining new perspective

Example

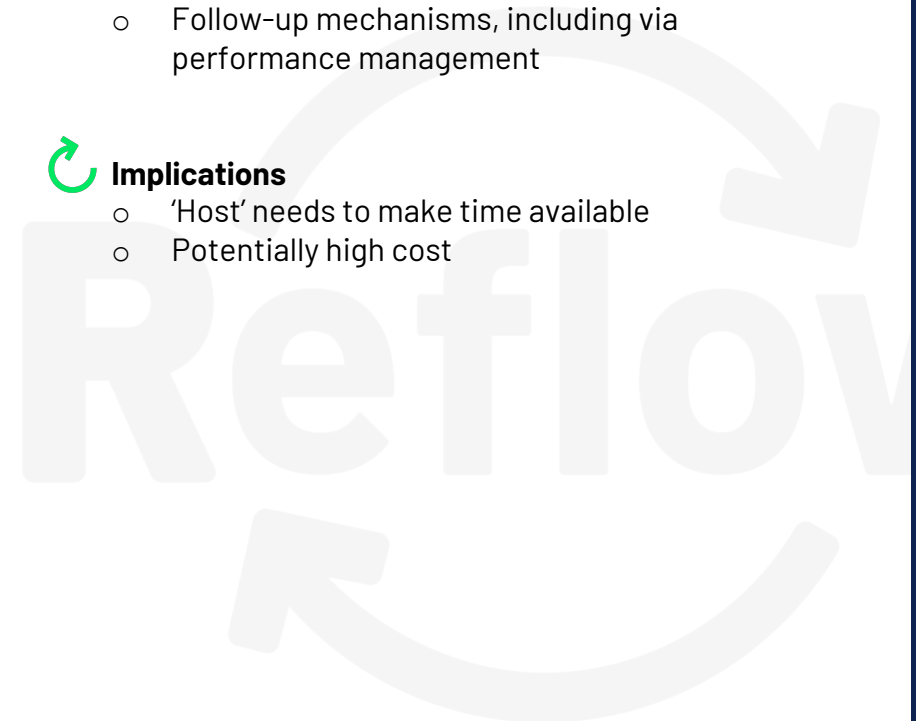
- Amsterdam city provides a selection of specific visits for interested citizens/organisations to learn about concrete circular initiatives:
<https://amsterdamsmartcity.com/visit/circular-city-tour-6q01agm3>

Enabling factors

- Clear and specific objectives
- Identification of appropriate 'host'
- Clarity about how the learning will be applied
- Clear criteria for selection of individual participants
- Follow-up mechanisms, including via performance management

Implications

- 'Host' needs to make time available
- Potentially high cost



COMMUNITY OF PRACTICE



Description of the method

- Often 'virtual' in nature (i.e. exchanges are held over the internet), this is a group of individuals who share their experiences and build their knowledge together
- They are focused on specific themes, technical or professional areas, processes etc



Use of the method

- Enhances individual knowledge
- Contributes to innovation and to bringing in fresh perspectives
- Encourages 'ownership' of learning
- May benefit organisations as well as the individual participants



Example

- Several community of practice around circular economy are already available:

Circular Design Guide linkedin group:

<https://www.linkedin.com/groups/8585051/>

Circular Economy Club Facebook group:

<https://www.facebook.com/CircularEconomyClub/>



Enabling factors

- Purpose and scope of the CoP need to be clear
- Organisational benefits more likely if there is clarity about the 'feedback' mechanisms
- 'face to face' launch if at all possible



Implications

- Requires access to reliable internet service



CONSULTANCY & **COACHING**



Description of the method

- Intervention of an external consultant working to a specific terms of Reference related to the internal functioning of the project, or helping the organisations through a change process.



Use of the method

- Facilitating 'deeper' organisational change
- Addressing leadership issues
- Team building



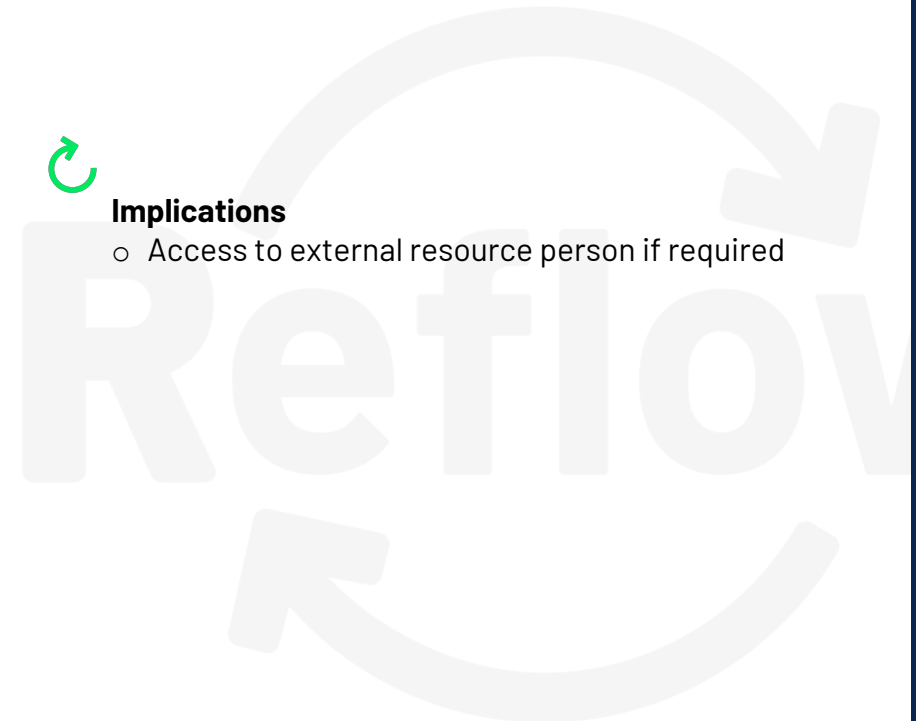
Enabling factors

- Most effective when located within holistic context or framework
- Requires careful matching of consultant to client
- Realistic Terms of Reference



Implications

- Access to external resource person if required



OPENING DOORS AND **FACILITATING ACCESS**



Description of the method

- Facilitating partners' access to new contacts, decision makers and other influential people and institutions as a contribution towards enhancing relational capacity and achievement of objectives



Enabling factors

- Requires high levels of trust (with partner, with contact)
- Careful briefing of partner about the contact



Use of the method

- Building relationships in a new technical area
- Enhancing relationships for policy influencing



Implications

- Time for communication work



PEER REVIEW



Description of the method

- Peers engage in reviewing the work of another peer.
- This can take place at individual, team, unit, or organisational levels. It can be part of a formal evaluation, or as an approach to peer learning.



Use of the method

- Relationship building
- Exchange between more/less experienced partners
- Ensure diversity of perspectives during an evaluation



Enabling factors

- Selection of appropriate peers
- Clarity on roles during the Review
- Relatively high degree of trust amongst participants
- Openness on the part of the 'recipient' peer



Implications

- Time available for participating peers
- Can increase evaluation costs

