

Portfolio evaluation

Facilitation guide



Overarching goal: The portfolio evaluation exercise looks at a portfolio in its entirety to assess its potential as a vector of systemic transformation: how likely is this portfolio to accelerate climate-neutrality?

1st step - What does a good portfolio look like? [30 min]

Goal: building a common understanding of what a great portfolio is. Sharing language.

6 criteria can be understood as key for a portfolio to be good: holisticness, synergies, leverage, impact, replicability and scalability:

- **Holisticness:** a holistic portfolio plays with the multiple layers of the challenges the city is facing to reach climate-neutrality. Is the portfolio targeting multiple emission sectors and using a breadth of levers? Or is it only narrowly addressing existing challenges, ignoring the need for actions enabling the necessary new business models, new forms of financing, new skills, new rules, new collaborations, new innovations...?
- **Synergies:** a synergistic portfolio enables synergies between the different actions it includes. Is the portfolio creating dynamics of resource pooling between actors in such ways that might create economies of scale / increase implementation feasibility? Or is it made of actions which remain disconnected?
- **Leverage:** a portfolio with leverage has the ability to trigger cascades of changes through interventions targeting the most structural causes of challenges. Is the portfolio targeting deep forms of change targeting mental models and structures? Or is it producing superficial, short-lived or conditional change in awareness of problematic event?
- **Impact:** an impactful portfolio generates multiple forms of direct and indirect positive effects (co-benefits) and ensures they can be measured. Is the portfolio providing a variety of benefits (emission reductions, health and wellbeing, jobs, cost savings, business opportunities...) to a variety of actors to motivate such actors to be engaged in the portfolio? Or is it solely producing quantitative change in small number of variables?

- **Replicability:** a replicable portfolio is relevant in other different contexts and its impact can be replicated in the future. Is the portfolio producing impacts for which it exists demand in other contexts (other places if place-based, other sector if sector-based...)? Or are actions producing context-specific impact and are thus irrelevant in other contexts?
- **Scalability:** a scalable portfolio whose impact has the potential to be brought to a larger scale in the future. Is the portfolio including actions which can be scaled-up through policy and laws, scaled out to a greater number of users

2nd step - Exploring the criteria in groups (either all or selected criteria only) [45 min]

Goal: each group dives into a different criteria to reflect on how good the portfolio's actions are doing with said criteria.

Set-up: several tables with one group per table, each with the appropriate canvas.

Present the hexagon canvas which allows an evaluation of the portfolio on each criteria: it is to be used a spider-diagram by the whole group, plotting the strengths and weaknesses of the portfolio which is being assessed.

To explore each criteria and identify gaps / potential for improvement, individual matrices are used in group setting, each group diving into one criteria. How the individual matrices are used:

- **Holisticness:** position the portfolio's actions on the matrix depending on the emission sector targeted (x axis) and levers used (y axis). Is the portfolio addressing all important emission sectors and is it leveraging all possible levers?
- **Synergies:** position the portfolio's actions on the matrix depending on the actors involved (y axis) and the resources mobilised (x axis). Is the portfolio creating dynamics of resource pooling between actors in such ways that might create economies of scale / increase implementation feasibility?
- **Leverage:** position the portfolio's actions on the matrix depending on the depth of change they create (x axis) and the scale at which such change is created (y axis). Is the portfolio targeting deep enough forms of change and at different scales?
- **Co-benefits:** position the portfolio's actions on the matrix depending on the type of co-benefits they create (x axis) and the actors who would benefit from them (y axis). Is the

portfolio sufficiently providing a variety of benefits to a variety of actors to motivate such actors to be engaged in the portfolio?

- **Replicability:** position the portfolio's actions on the matrix depending on the form of replication that is relevant (y axis) and assessing for each whether replication criteria (x axis) are met. Is the portfolio including replicable actions?
- **Scalability:** positioning the portfolio's actions depending on the form of scaling that is relevant (y axis) and assessing for each whether scaling criteria (x axis) are met. Is the portfolio including scalable actions?
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After ensuring that the goal of the workshop is clear to all, the floor is opened for participants to take the driving seat and autonomously select a criteria they'd like to explore and take a space to work on said criteria canvas with a group ("I'd like to work on x, whoever also wants to work on x can join me"). Each group created gather on a table with the appropriate canvas. Each group takes its space to dive into its selected matrix, positioning the portfolio' actions on the canvas and assessing spaces on the matrix that remain blank, those that are crowded, questioning why that is.

Step 3 - Sharing results and gaps analysis [45m-1h]

Goal: sharing and discussing findings to get the big picture through the hexagon canvas. Identifying next gaps / steps / solutions.

Set-up: several tables with one group per table, going from one table / group to the next. 10m x 6 groups, including an hexagon conclusion for each: how does the portfolio fare for each criteria, 0 out of 6, 6 out of 6, in the middle?

Each group shares the outcome of their discussion and their analysis:

- What risks / limitations have they identified?
- What opportunities (gaps that can be filled, partnerships that can be created) have they identified?
- Overall, how do they think the whole city's portfolio is doing as regard the criteria explored?

After each group shares the outcome of their explorations, the full group fills the hexagon canvas's appropriate section.

Step 4 - Analysis conclusion and closing [30-45 min]

Goal: Discussing what could be improved to increase the potential of the portfolio, what solutions could exist, hinting at next steps. The goal is not to be done with this conversation but to open lines of discussion for the months ahead.

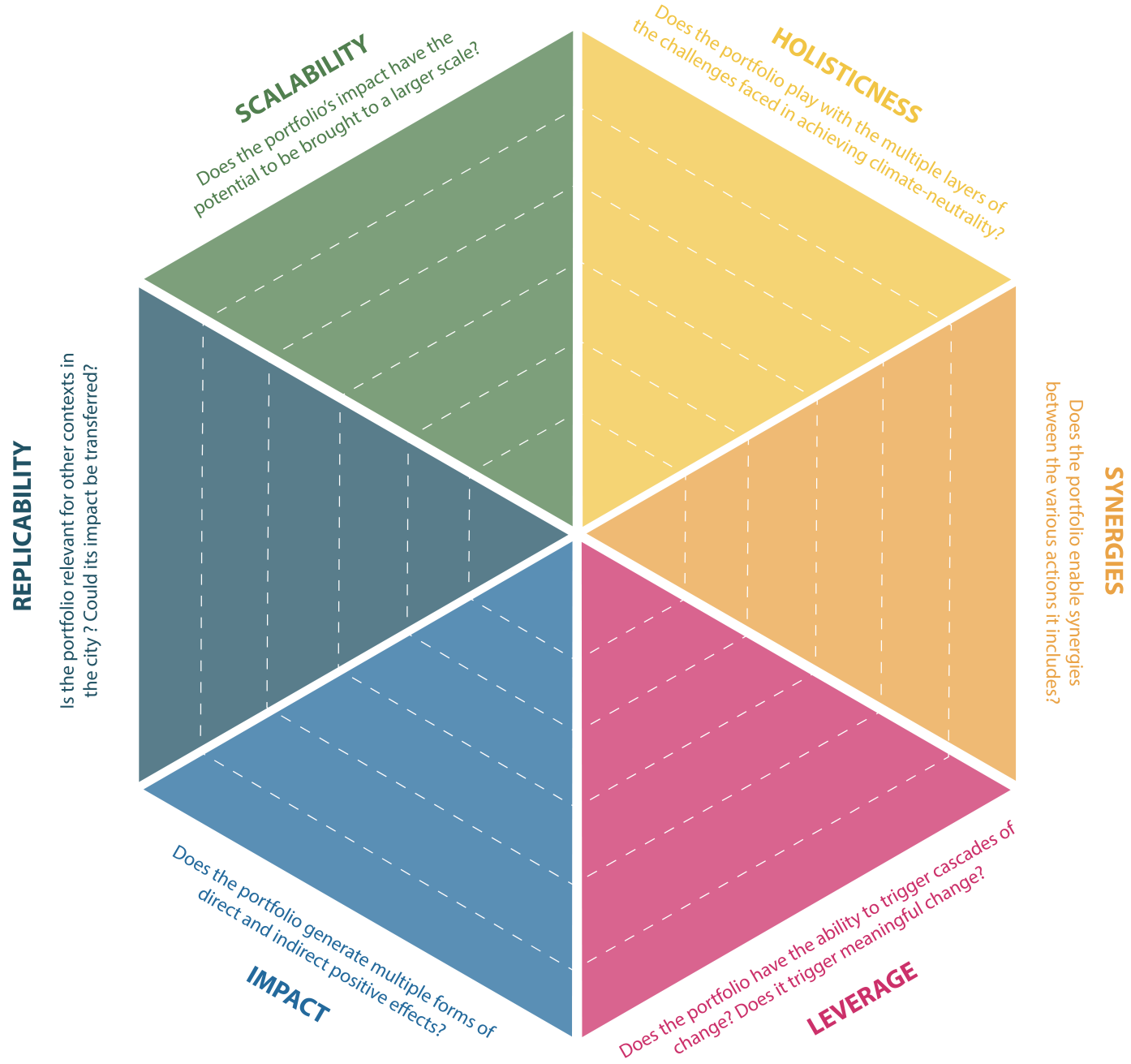
Set-up: plenary with the De Bono hats system

With the guidance of the facilitator, the room goes through 6 rounds of thinking:

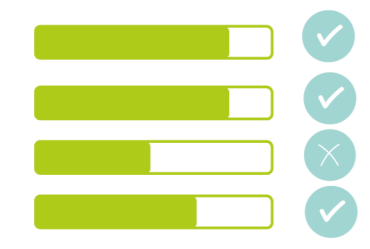
- **Putting on the white hat:** facts (what are the gaps, factually, with neutrality - “we know that ..., we are lacking...”)
- **The Yellow hat:** optimism (what are best ideas, what are opportunities, what can be brought to the table to help - “it could work if..., an idea could be”)
- **The Black hat:** difficulties (what are risks, conflicts, problems ahead - “we don’t have..., we don’t know...”)
- **The Red hat:** feelings (how we feel about this, what’s our intuition - “I have a hunch that..., I feel...”)
- **The Green hat:** creativity (how can we work around this, what would thinking out of the box mean - “the other way could be..., what we may miss is...”)
- **The Blue hat:** synthesis (so in the end what are we left with, what are next steps - “in summary..., it seems our priorities are...”)

Don’t rush through each step but take the time to hear almost everyone under each of the 6 steps. This process going from facts to synthesis should guide the group towards the definition of next steps.

Visualising portfolio potential



Levers



**Capacity and
capabilities**



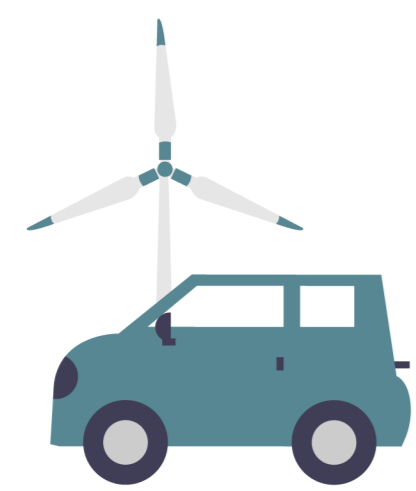
**Democracy, social
innovation and
social change**



**Governance, policy
and regulation**



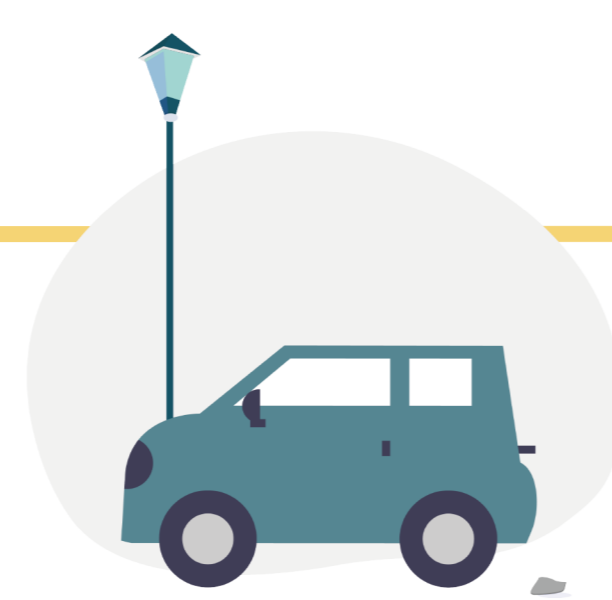
**Finance and
business models**



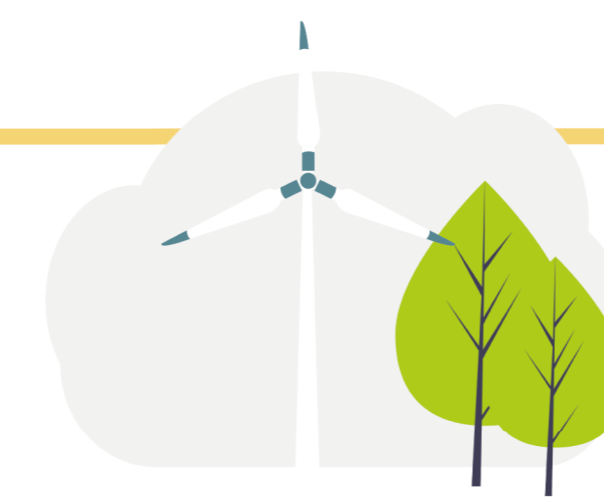
Technology



Buildings



Transport



Energy

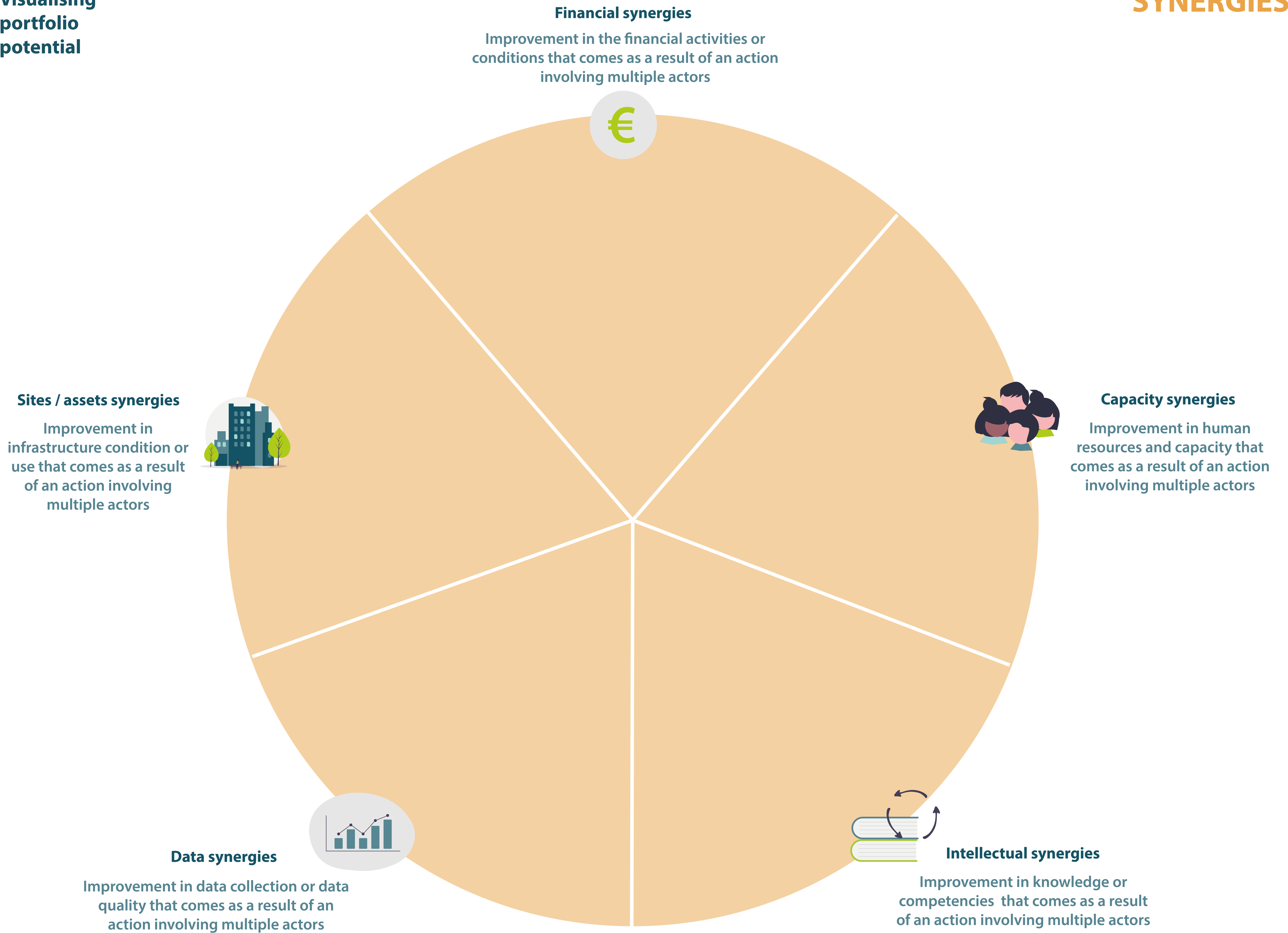


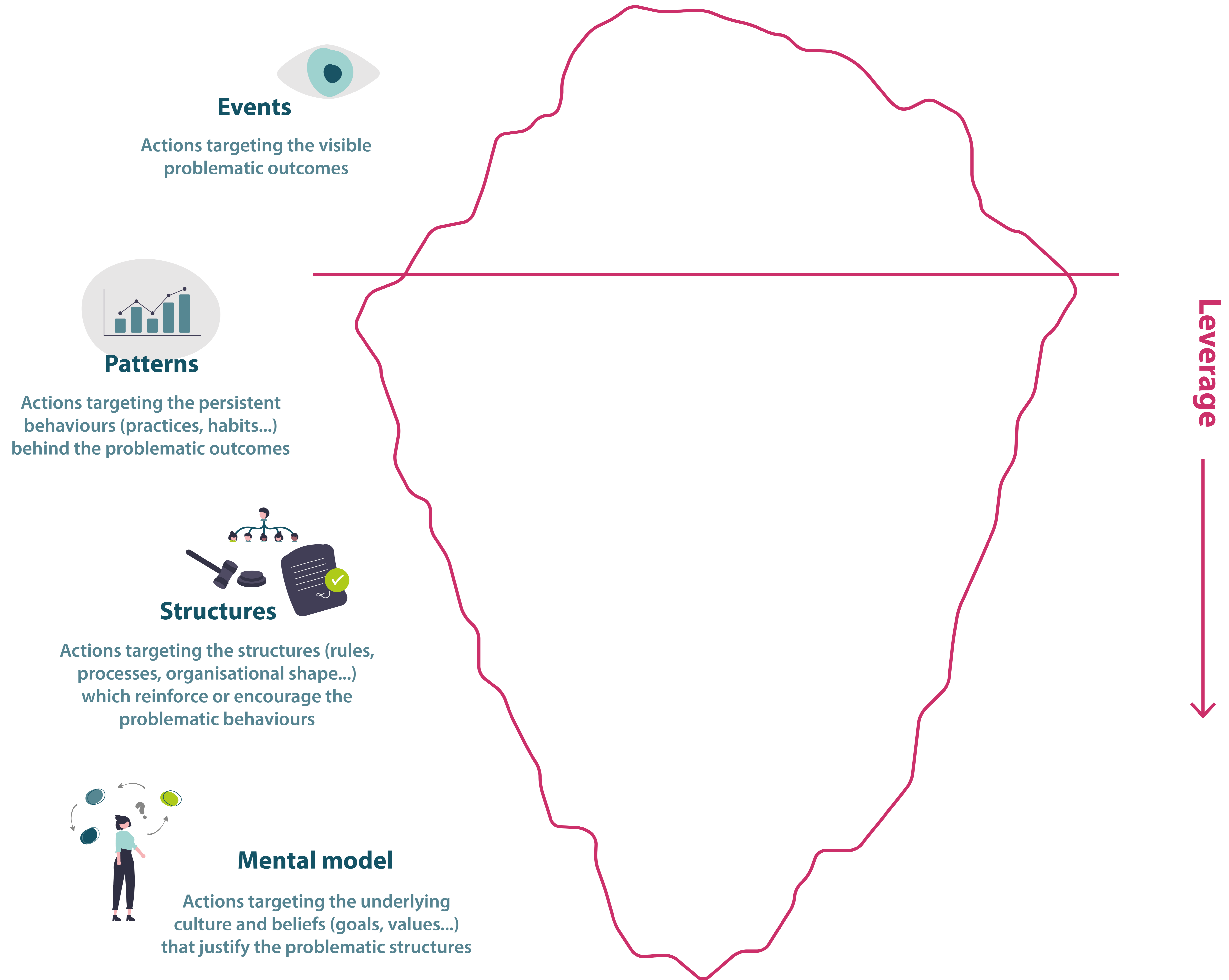
Waste and land use



Industry

Sectors





Beneficiaries



Residents



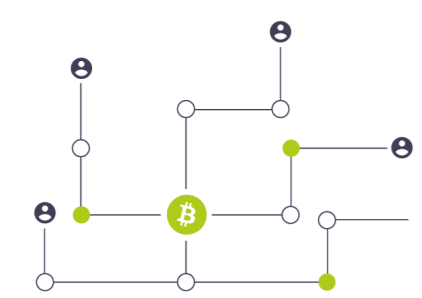
Property owners



Private businesses



Healthcare providers



Network providers



City



Economic



Social



Technological



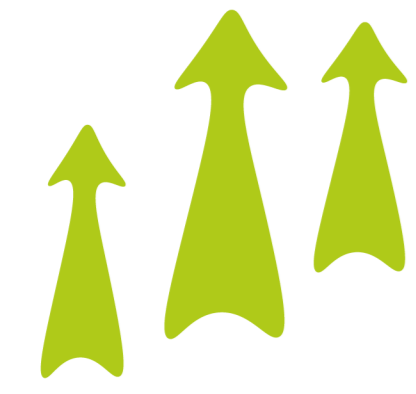
Ecological



Benefits

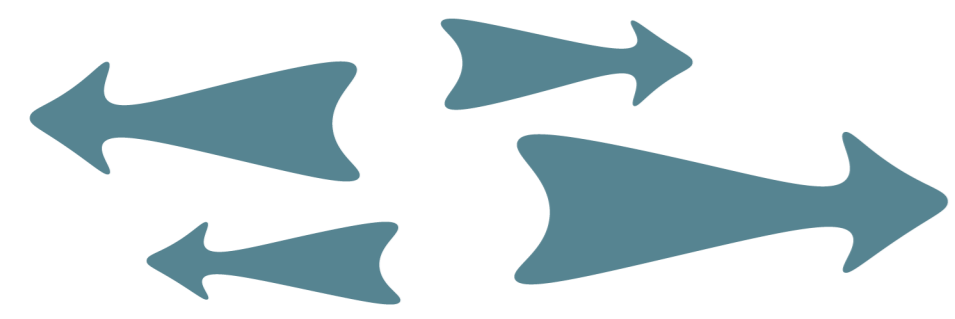


**Growing
how**



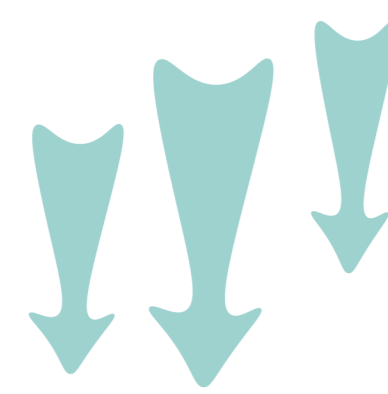
Scaling up

Through laws, policies and codification, bringing practice-based evidence to shape policy-making



Scaling out

Through dissemination to a larger community, expanding not only products and services but also opportunities to do things differently



Scaling deep

Through cultural norms, beliefs and values, shaping narratives which feed different behaviours

