



**Generalitat de Catalunya**  
Government of Catalonia



European Union

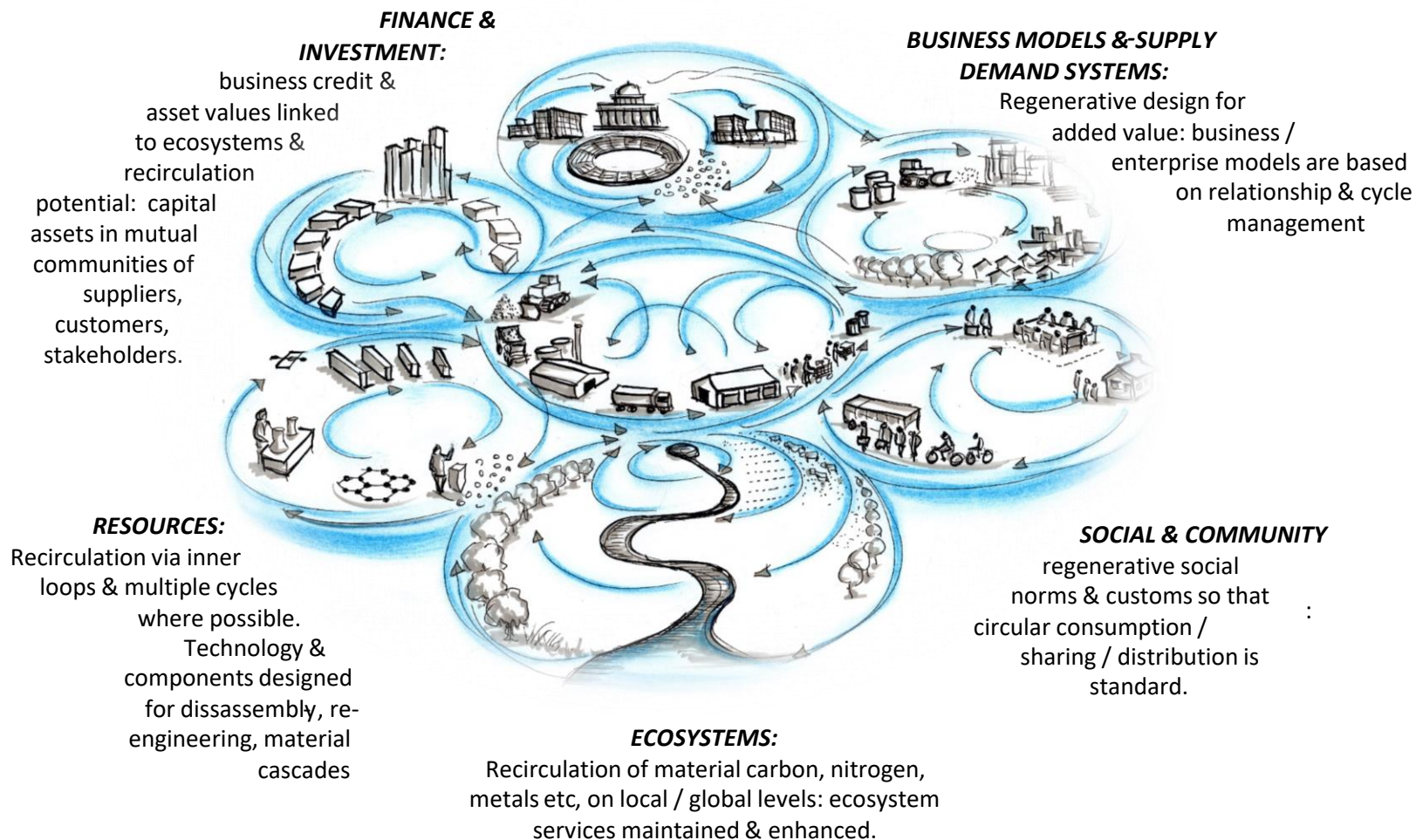
## **Coalitions for transformative change through shared agendas in Catalonia**

**Tatiana Fernández Sirera, PhD**

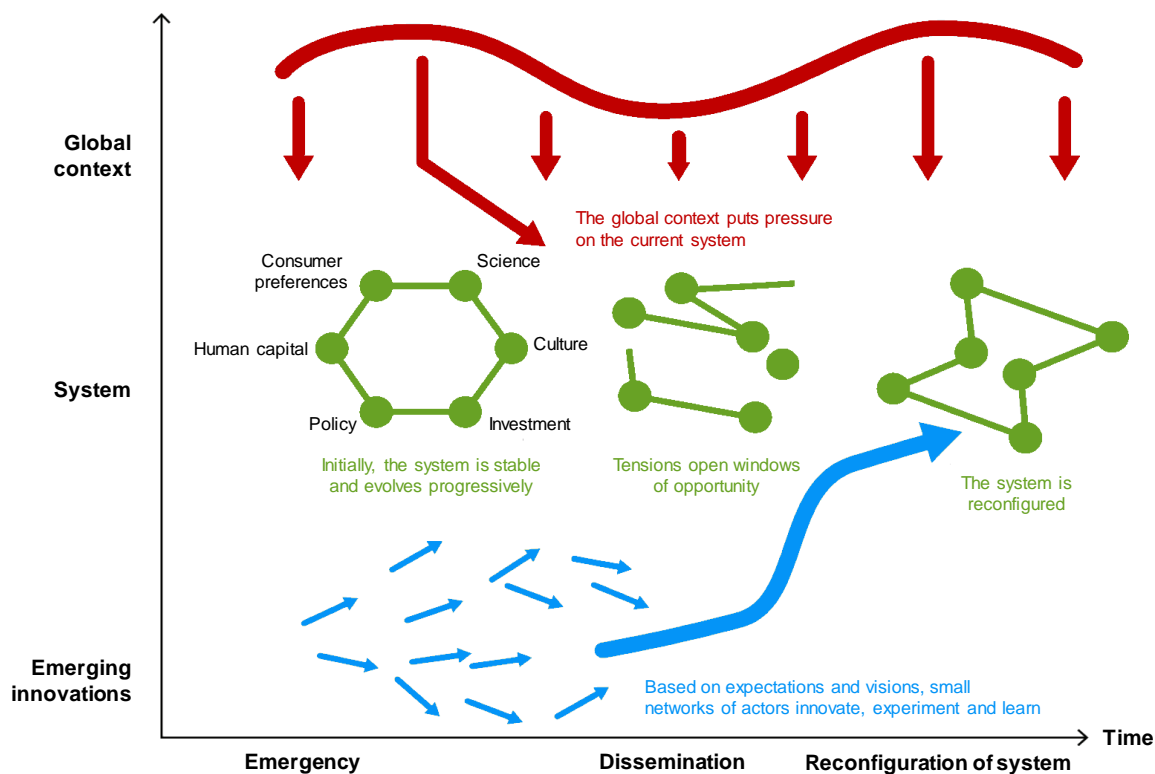
Head of Economic Promotion, Ministry of the Vice-Presidency, Economy and Finance  
Working Group “Understanding and Managing Industrial Transitions”

Brussels. 9 December 2019

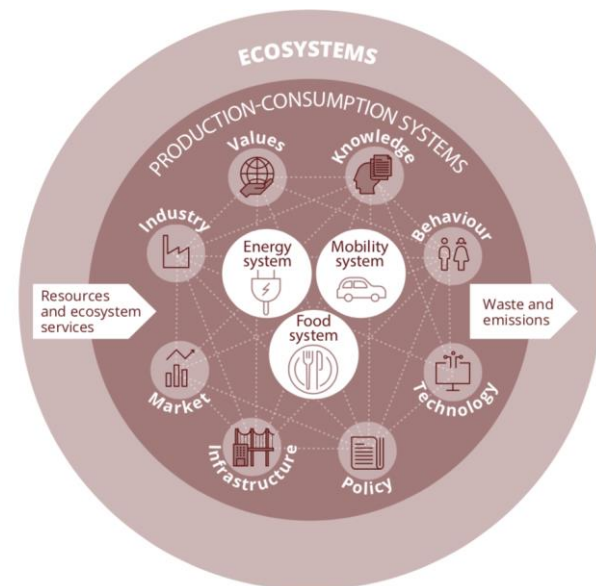
# Industrial transitions are about...



# Industrial and sustainability transitions are about reconfiguring current systems



Source: Based on European Environment Agency (2019), itself based on Geels (2006)



Source: European Environment Agency (2019)

# Transitions are multi-level and multi-actor processes

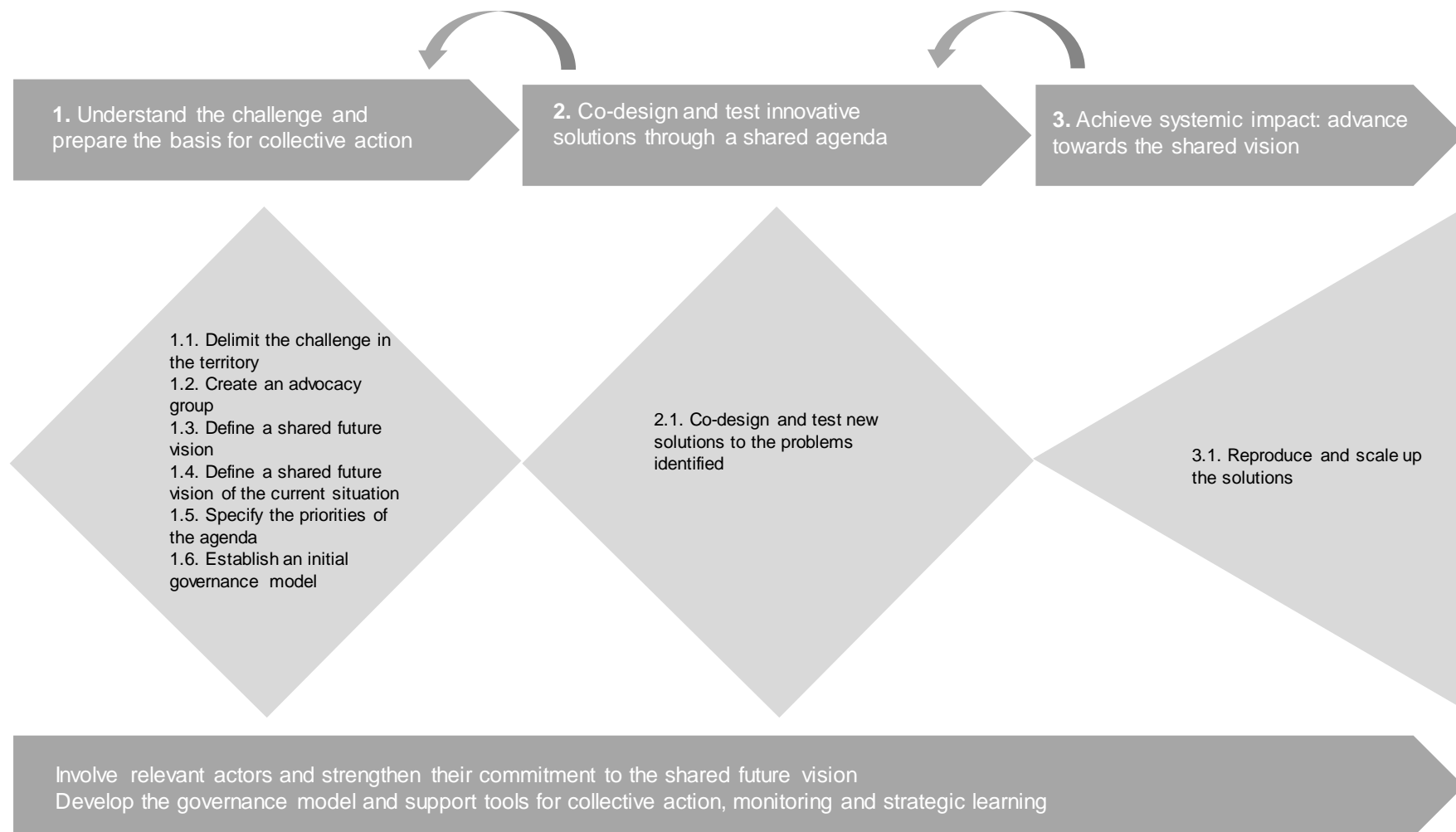
Governance level	Opportunities	Obstacles
<b>Global</b>	<ul style="list-style-type: none"> <li>▪ Articulation of coordinated responses and collective actions to address global problems that impact on all territories, such as climate change, the effects of globalisation, etc.</li> <li>▪ Global approach to issues of equity and redistribution</li> </ul>	<ul style="list-style-type: none"> <li>▪ Negotiating processes very slow, often unambitious and ineffective as regards the most urgent sustainability challenges</li> <li>▪ Mechanisms for the implementation weak or non-existent</li> </ul>
<b>European</b>	<ul style="list-style-type: none"> <li>▪ Definition of ambitious visions and goals</li> <li>▪ Establishment of legally binding regulations and directives directly applicable to EU member states</li> <li>▪ Monitoring member states' progress with regard to transitions</li> <li>▪ Promotion of investment in infrastructure, capacities, innovation, etc., which can accelerate the transition</li> </ul>	<ul style="list-style-type: none"> <li>▪ Few resources available apart from the R&amp;D budget, regional policy, the European Investment Bank, common agricultural policy and trans-European infrastructures</li> <li>▪ Action limited to the EU's areas of competence</li> </ul>
<b>National and regional</b>	<ul style="list-style-type: none"> <li>▪ Potential to finance actions that promote sustainability</li> <li>▪ Wide range of instruments and policies to promote transitions</li> <li>▪ Capacity to coordinate the different sectors and levels of government (national, regional, local) by influencing local policies</li> <li>▪ Capacity to impose binding regulations and market incentives to reorient sectors relevant to the transition (such as transport or energy) in accordance with EU regulations</li> <li>▪ Capacity to promote investment in infrastructure to accelerate transition</li> </ul>	<ul style="list-style-type: none"> <li>▪ Position of strength of the main sectorial actors regarding those responsible for public policies, which can reduce the ambition of sectorial strategies</li> <li>▪ Lack of knowledge about local realities</li> <li>▪ Difficult to adapt public policy intervention to local realities</li> <li>▪ Difficulty for departments or ministries to align policies</li> </ul>
<b>Local</b>	<ul style="list-style-type: none"> <li>▪ Space for experimentation and close cooperation between local actors (government, companies, academia and civil society)</li> <li>▪ Local authority capacity to promote key agreements as they have powers in key areas for the transition, such as planning (housing, industrial symbiosis, etc.), transport and waste</li> </ul>	<ul style="list-style-type: none"> <li>▪ Little funding available for pilot projects (experiments).</li> <li>▪ Regulation derived from the national or EU context (regulations governing the energy market and state aid...)</li> <li>▪ Action strongly dependent on local political conditions and geographic and economic structures</li> </ul>

# Building coalitions for transitions through shared agendas

□ Shared agendas for sustainability and social change are agendas that articulate, through a participatory model of governance, the collective action of various actors aimed at addressing a common challenge (usually related to SDGs) in the territory and the problems that this challenge may generate.

- They are based on intersectorial cooperation and the generation of shared knowledge between government, academia, companies and civil society, aimed at understanding and managing complex problems from a holistic and dynamic perspective, taking into account the long-term effects and the direct and indirect impacts.
- They focus their action on change, transformation and collective impact that is sustained over time.
- They are adaptive strategies which respond actively to unexpected effects, developments, achievements and failures. Experimentation, monitoring and strategic learning are key elements.
- They explore alternative paths, try to predict the systemic effects the long-term actions will cause, evaluate the results of the actions in order to learn, and integrate learnings in actions.
- Its governance model includes actors in the territory that are relevant in the field of the challenge and the related problems.
- They are organised according to demand, to respond to specific needs and problems of groups in the territory. They include, from the beginning, groups affected by the problems they address, but they also go beyond this initial goal in order to reproduce or scale up successful solutions and link them to more global strategies and agendas, such as EU research and innovation missions

# The shared agendas in three steps

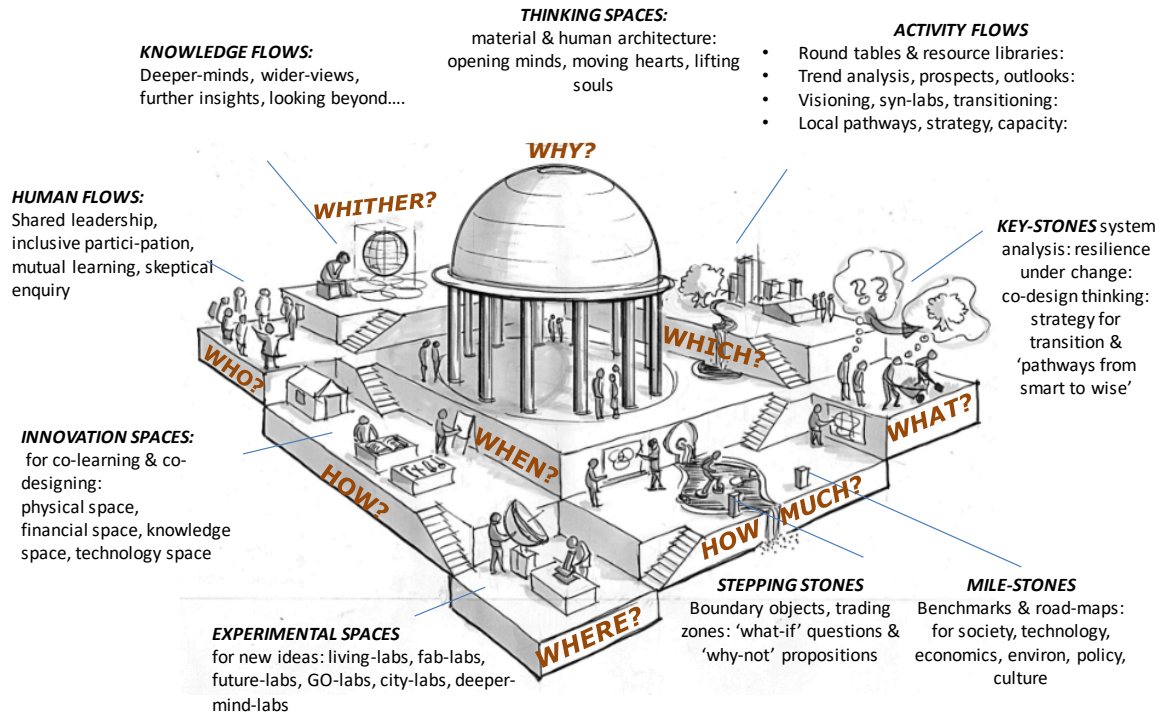




# The first step is the most important one

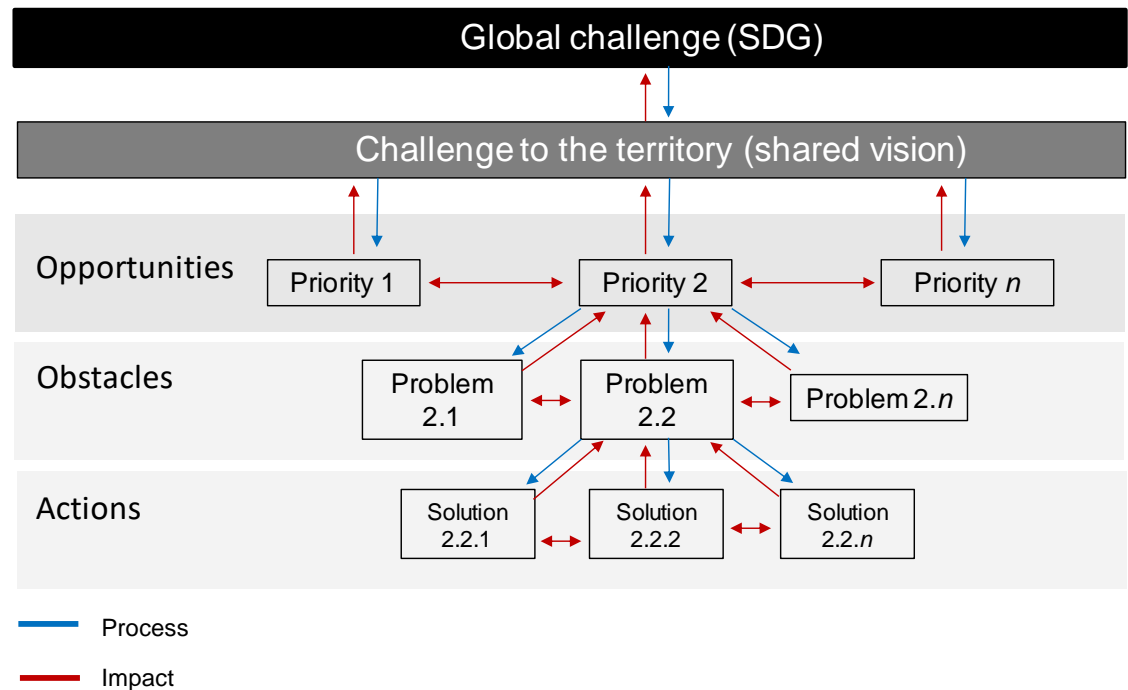
To construct a shared agenda with solid foundations, the actors involved need to understand how much current mindsets, values and beliefs help or hinder progress in the desired direction and rethink cause-effect relationships

- Why (despite our efforts) have we been unable to successfully tackle the challenge?
- What are the forces that cause the current problems?
- What are the consequences of not addressing the challenge?
- What groups capture the value of current practices? What is this value?
- What value is lost, destroyed or wasted in current practices? What are the consequences of this? What are the groups most affected by this loss of value?
- How would the system be if the challenge were successfully addressed and the problems associated with it resolved?
- What opportunities could be generated if the challenge were addressed and the associated problems resolved? Who would benefit from this new value? Whose interests would be harmed?



# Shared agendas deal with complexity and uncertainty

- They recognise that challenges can be addressed from a wide variety of approaches.
- Their purpose is not to select the best possible strategy
- Their purpose is
  - to identify the most effective ways of generating changes that can transform the system in the desired direction
  - to identify the obstacles to change
  - to test possible solutions to address the challenge in more effective ways



Source: T. Fernández, M. Romagosa (2019)



# Shared agendas are bottom-up processes

---

- ☐ Shared agendas are usually launched by a small number of actors that detect the urgent need to act to provide more effective responses to a challenge in the territory.
- ☐ At the initial stage, the priority is to involve people who are committed, rather than entities or individuals representing the territory. However, the advocacy group should have, at the very least, the support of a territorial entity (governmental or other) with the capacity to mobilise the relevant actors and provide the minimum necessary infrastructure to ensure the governance of the shared agenda.
- ☐ Although shared agendas are usually launched by relatively small groups of people, the aim is to gradually attract other people and entities interested in cooperating to join.
- ☐ The governance model and support tools should help to increase the commitment of the actors involved with the challenge and to attract more actors.

# Exploring the potential of shared agendas in Catalonia

---

- RIS3CAT (the Research and Innovation Strategy for the Smart Specialisation of Catalonia) provides learnings on the impact of EU funds to promote collective actions by quadruple helix actors to provide more effective responses to societal challenges, through two RIS3CAT instruments deployed in the 2014-2020 period: territorial specialisation and competitiveness projects (PECTs) and the Catlabs programme.
- The Biolab Ponent pilot project in Lleida (financed by the ERDF, the EAFRD and EFS) is a living lab promoted by a coalition of farmers, livestock breeders, local and regional authorities, experts and researchers aware of the opportunities offered by the circular bioeconomy to develop and implement innovations in the local sphere, and business models that deploy the circular bioeconomy in rural communities.
- The SeeRRI project (financed by Horizon 2020) establishes the bases for constructing responsible and sustainable research and innovation ecosystems in Europe through a conceptual framework that integrates a responsible approach to R&I with the smart specialisation strategies. The Catalan pilot project focuses on managing the transition of the B-30 industrial territory to the circular economy. To this end, the project adopts a zero waste shared agenda, which is expected to strengthen interrelations between actors in the research and innovation system and to contribute to the sustainability and responsibility of this ecosystem.



**Generalitat de Catalunya**  
Government of Catalonia



European Union

**[catalunya2020.gencat.cat](http://catalunya2020.gencat.cat)**