



Approaches for measuring and improving the performance of organisations, and the systems of organisations they form part of, to manage climate change risks and opportunities [both climate impacts and carbon management]

Identifying *internal*, *external* and *systemic* strengths and weaknesses - Enabling the most efficient design, delivery, and monitoring of meaningful interventions.

The CaDD software system provides two main services that can be used either in isolation or in combination to generate metrics on organisational and stakeholder capacities across any climate change relevant activity/activities, and at any scale (from a single business unit to a multi-national industry):

Process 1: CaDD Pathfinder

A rapid, highly-scalable and web-based review of the capacity to include climate change in the decision-making processes of multiple stakeholders in a system (e.g. a supply chain, a government ministry, a value chain, a geographical area, an industry, a sector, and so on) – It is capable of handling from dozens to thousands of stakeholder organisations. It can also grow organically to include new relevant stakeholder as participants identify who else is important to their decisions. In some few cases, it is more appropriate to conduct CaDD Pathfinder reviews in dialogue rather than web-based - e.g. - where access to the internet has been limited (this alternative approach of course has some resource implications). Pathfinder reviews (electronic and dialogue) can easily be updated with your own relevant questions to design bespoke applications for any given project or programme of action.

Process 2: CaDD Deep Dive

An in-depth comprehensive web-based review and diagnostic of the organisational capacity to respond to climate change issues at an individual organisation level (e.g. a business; a strategic business unit of a company, a local authority, a project, a government department, and so on) – Although we have the capacity to conduct any number of these, the maximum we have so far done in a single project has been 21 (when we reviewed 21 European cities in the ASEC Project). We would love to find a project where we could do more.

How CaDD works

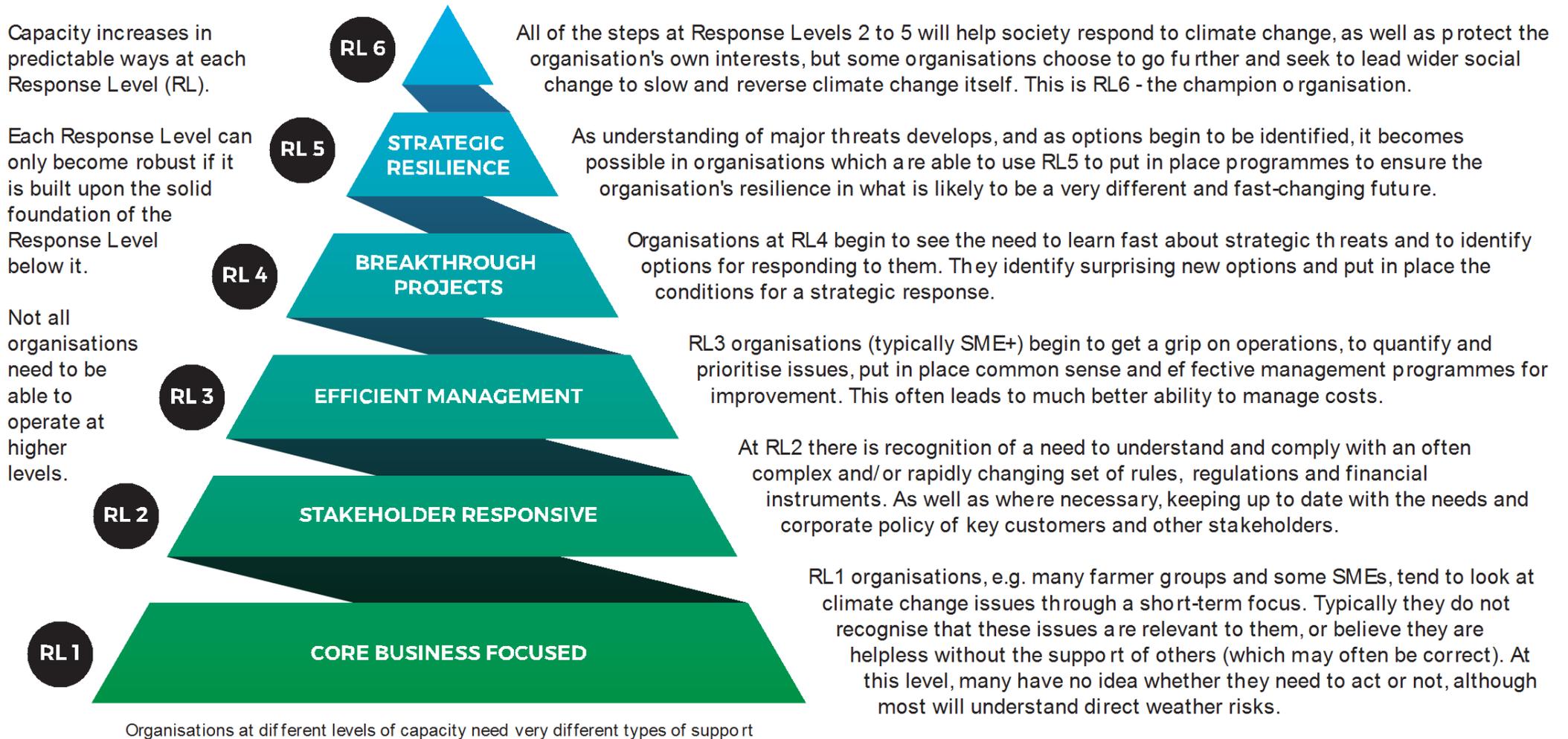
These two approaches can be combined so as projects and organisations can understand both the systemic challenges affecting them, as well as diagnosing the organisation's best next steps to address these challenges. Building interventions upon a foundation of what is already going well. The Pathfinder reviews can also be used to pinpoint where a deeper dive will prove most useful in designing interventions.

Both CaDD approaches can be, and often are, supported by dialogue: from individual interviews with key actors, to participatory workshops with multiple actors. We highly recommend that the CaDD Deep Dive is accompanied by dialogue with a CaDD Accredited Expert, or we can alternatively help organisations recruit the right kind of skills appropriate for delivering the results.

The CaDD framework contains metrics that provide insight into the different capacities organisations possess that are required to address the types of climate change challenges that are relevant to them. It also identifies the most effective next steps (and beyond) that are required to improve that capacity if a capacity gap exists. The framework is formed of a 6 by 9 matrix.

The vertical axis of the matrix has 6 predictable levels of response that an organisation can have when faced with climate change challenges (either adaptation or mitigation). Knowing which of these response levels an organisation is at, helps us understand how best to work with that organisation to improve responses. This aspect forms the backbone of the CaDD Pathfinder that reviews multiple organisations at once. It does so by rapidly determining which response level a given organisation is at. The response levels have been developed, tested and evidenced with thousands of organisations spanning more than a decade.

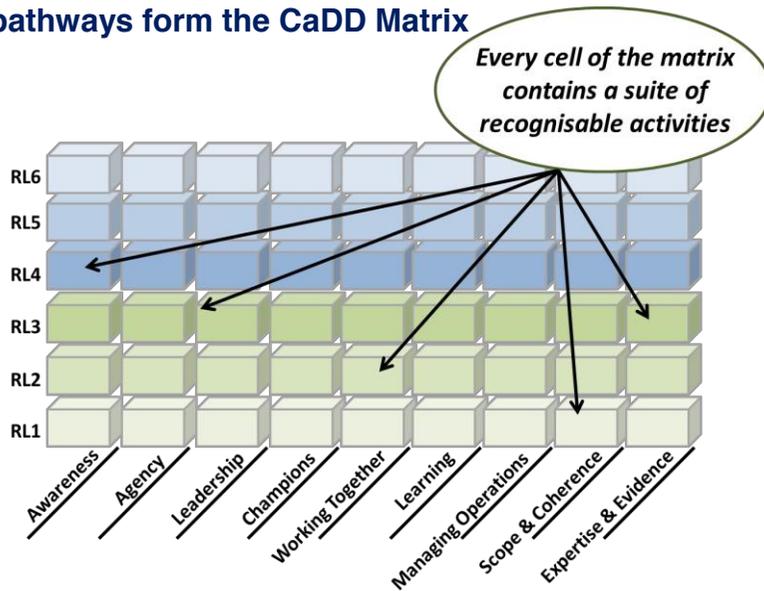
CaDD's 6 predictable levels of response



9 CaDD Pathways for change

The question then becomes: how does an organisation move from one response level to another? The CaDD framework recognises 9 measurable attributes of capacity that can be measured at each response level. We call these 'Pathways' - as they represent a journey. These are:

These 6 response levels and 9 pathways form the CaDD Matrix



1 Awareness	Not just that climate change is happening, but what it means to the organisation and its operations, policies, communications, etc.
2 Agency	The capacity to spot, prioritise and develop opportunities for meaningful and timely action in response to information about climate change.
3 Leadership	The extent to which a formal leadership team can identify a vision in relation to climate change and can engage with, support and legitimise its implementation.
4 Agents of Change	The capacity to identify, develop, empower and support a group or “ecosystem” of champions at different levels so that they can be effective agents of change.
5 Working together	More than stakeholder engagement. The capacity to involve, respects the needs of, communicate with, learn from, and act in collaborative partnerships
6 Learning	The extent to which the organisation can learn from experience and use what it learns to improve procedures, strategies and mission
7 Managing Operations	The embedding of procedures to get to grips with climate change in a systematic way
8 Scope & Coherence	How far projects sit within an overall programme for action that is suited to the scope of what the organisation is trying to achieve and updated in the light of what is learned.
9 Expertise & Evidence	The capacity to recognise, access and deploy the necessary skills, understanding and technical and change expertise to make the biggest difference

The CaDD 'Deep Dive' process has been designed to rapidly place where in the above matrix organisations are. This is done in an appreciative way, where high capacity questions are not asked to low capacity organisations and vice versa. This is because the online tools that we have developed are not just simple questionnaires. They will ask specific questions in response to the answers that are being provided. We have inbuilt checks to ensure that answers are understood and consistent, and we can also produce audit questions should you wish to ensure that the answers that are given are factual. We are rarely asked to provide audit questions, but they are nonetheless inbuilt and accessible at will. We also have privacy agreements to reassure users that the information they provide will not be used in any way other than to understand the types of support they would most benefit from. These can be altered to your needs. We are also more than happy to brand the online inquiries and resultant reports with your own company or project logos.

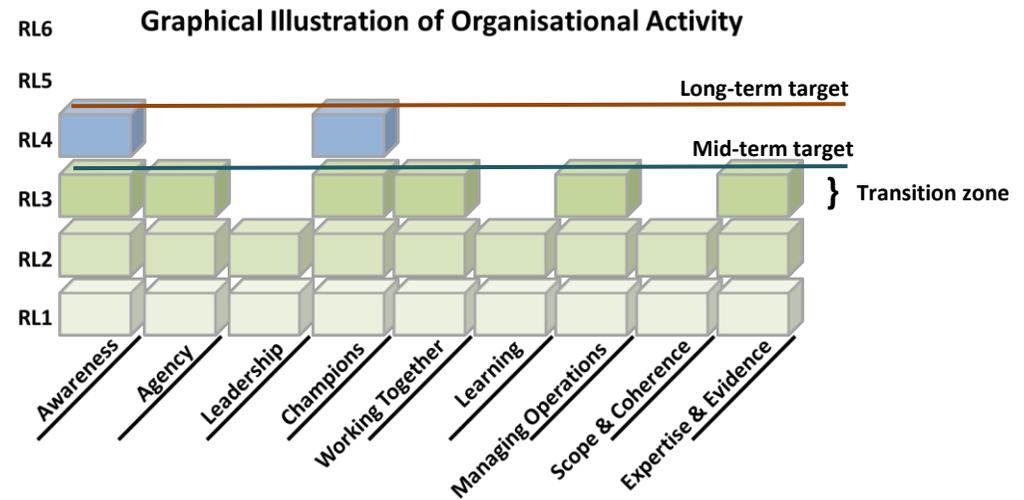
Highly Scalable – 'CaDD Pathfinder'

The multi-stakeholder Pathfinder review rapidly determines what response level an organisation is at (note that this is not to the detail of each pathway, as that is a more time-consuming and complex process). – Each questionnaire can usually be completed in less than 20 mins. Once set up, Pathfinder can cover thousands of organisations at very little cost per additional organisation.

Comprehensive Diagnosis of an Organisation – 'CaDD Deep Dive'

This more in-depth analysis looks at how best to intervene with a specific organisation by looking closely at the pathway levels. Each online inquiry will take on average somewhere between 1.5 and 3 hours of 'screen time' and up to a few days of elapsed time depending on how much collaboration between colleagues participating organisations choose to undertake prior to providing answers. The unique log-in details last for a few weeks and people can dip in and out of the review at will without losing any data.

The CaDD Deep Dive requires significant accredited CaDD Expert time to process. The software we use very rapidly focusses that expert time to where it really matters, ensuring that the process is as efficient and as cost effective as possible. However, it will still take a few days to fully process, draw conclusions and report back. Reports can be sculpted to fit client needs, and this tends to change from project to project. However results are usually requested to be illustrated and described around a graphical representation something like this:



Results of both processes ('Pathfinder' and 'Deep Dive') can be directly comparable and used for many purposes. For example:

- Baseline capacity analysis
- Programme and/or Project design (with individual organisations/clients, as well as with groups)
- Climate Change/Sustainability Strategy formulation for organisations/clients
- Designing action plans for organisations/clients
- Prioritisation of resources and investment
- Monitoring and evaluation of capacity development across multiple actors
- Identification of *Strengths* and *Weaknesses* in a specific system of organisations
- Efficient intervention and resource identification
- Designing and informing knowledge and good practice sharing interventions
- Setting KPIs and other goals
- Better systemic risk and opportunity management
- Informed and innovative reporting processes

Many organisations are using CaDD to better understand how to work internally and externally with stakeholders. This includes: development organisations, large engineering firms, local authorities, policymakers, sector and industry groups, civil society organisations, researchers, inclusive business approaches, private sector development, and a multitude of other SMEs, public sector bodies and large corporations. The approaches have multiple uses and we would be delighted to talk to you about these and how they might fit with your specific project or other needs. All our approaches are robust, tried & tested, highly scalable, and great value for money.

Further Information

For more information on the types of project we have used these approaches on, please contact:

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