

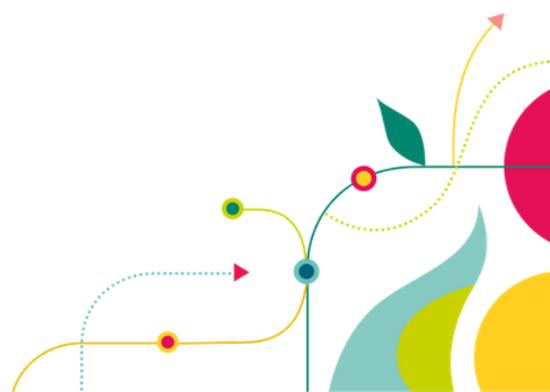


TOMORROW

WORKBOOK FOR URBAN TRANSITION MAKERS



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WORKBOOK FOR URBAN TRANSITION MAKERS

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INTRODUCTION

The Workbook for urban transition makers is a collection of tools for change makers willing to contribute to sustainability transition in cities. More specifically, this workbook explains the tools to get started with so-called **transition governance**.

This mode of governance aims to facilitate and accelerate sustainability transitions through a participatory process of visioning, learning and experimenting. Understanding the current system dynamics and the actor networks is a crucial starting point for devising activities to influence sustainable transformation in cities and beyond.

This workbook is for anyone who would like to adapt and implement transition governance processes in their city. For instance, change makers who want to design a long-term roadmap or strategy, to facilitate multi-stakeholder collaborations, to experiment with innovative solutions, or to conduct action research in their city, etc. This means that it is for everyone who would like to design, adapt and implement a process aimed at supporting sustainability transitions in their cities/communities. The tools presented in this workbook relate to the very basics of transition governance, i.e. analysing the transition dynamics within a city.

Such an analysis consists of two main types:

- **A system analysis** which supports any person, group or team to create a better understanding of the dynamics, challenges and opportunities of the system they want to target for designing and implementing a process towards sustainability transitions.
- **An actor analysis** which aims to identify the most relevant actors or stakeholders in the system, and how they relate to each other. Mapping the actors and their roles helps to understand which and how actors can be involved in a transition governance process.

It is important to remember that a transition governance process can be successful only when it is carefully and sensitively adapted to a certain context. We therefore suggest you adapt the tools presented in this workbook to the context of your city, town, or neighbourhood.

The aim of this workbook is threefold. After having worked through the analytical tools, you will:

- Know how to analyse the dynamics of your system;
- Arrive at a shared understanding of the different actors in a system and their roles;
- Bring together and facilitate groups of change makers as to reflect on their individual and collective understandings of the system.

Table 1 gives an overview of the tools and methods for the system and actor analysis included in this workbook. These tools can be used in two ways:

1. **Individually** by using the tools on your own and reflecting by yourself on transition dynamics or actor networks. It helps you to create a better understanding of a certain system and its dynamics. It also helps to identify strategies on how to facilitate sustainability transitions processes.

2. **Participatory** by using the tools as part of a workshop with a group. In these workshops different actors within your city are engaged as collectively discuss and understand the rooted problems and opportunities for change in a certain system or selected case. In this case, the goal is also to arrive at a 'shared' understanding of the system.

For each of the tools, you will find a description of its purpose and instructions for its application. You will also find tips and suggestions, as well as important resources to deepen your knowledge about the tools.

The description of the tools in this workbook is divided into two different chapters:

- **Chapter 3 System analysis:** includes some of the most important tools to analyse the problems and opportunities within your system, as well as the transition dynamics;
- **Chapter 4 Actor analysis:** presents four different tools for the identification, mapping and analysis of the actors of your system.

NAME	TYPE	PURPOSE	CHAPTER
System Demarcator	System Analysis	To identify the boundaries of the system	3.1
Uncovering Systems	System Analysis	To characterise the system & identify structures, cultures & practices	3.2
Multi Level Perspective	System Analysis	To characterise the system using transition thinking & map transition dynamics	3.3
X-curve model	System Analysis	To understand the transition dynamics of a system	3.4
4 Levels of governance	System Analysis	To identify the different types of governance activities in a system	3.5
Power-Domain-Mapping	Actor Analysis	To map actors based on their organizational background & power	4.1
Social Network Analysis	Actor Analysis	To track & understand networks & relationships at different levels	4.2
Multi-actor Perspective	Actor Analysis	To map stakeholders & reflect on interactions and interconnections	4.3

Table 1. Overview of methods and tools described in the workbook

Each of the tools is outlined as followed: a basic description of the tool and its purpose, some instructions to apply the tool; additional tips and examples for its application; and recommendations for further readings and resources about the tool. We have also included multiple worksheets that can be used when applying the tools (Appendix 7). However, before we dive into the tools, we first introduce some background knowledge on transition governance in chapter 2.

THE TOMORROW PROJECT

The tools included in this workbook have been adapted and applied by the six pilot cities involved in the TOMORROW project (Valencia, Mouscron, Brasov, Nis, Dublin and Brest). As part of the project, transition teams in the six cities will develop 2050 transition roadmaps together with citizens and other local stakeholders. These processes will be used as pilots also for other European cities that aim to influence transition processes in their territory and become more sustainable and just. In this workbook, you will also find some examples of the application of the transition tools in the different pilot cities of TOMORROW project.



THE BASICS OF TRANSITION GOVERNANCE

To create a better understanding of the tools presented in this workbook we will explain some of the main theoretical ideas behind transition governance and their operationalization.

SUSTAINABILITY TRANSITIONS IN CITIES

Cities play a key role in supporting and enabling sustainability transitions. For instance, municipalities can develop regulations and policies that can facilitate or hinder other actors (such as businesses, citizens, universities and other education institutions, associations and NGOs) in their goals to contribute to a sustainability transition.

TRANSITION GOVERNANCE FOR ACCELERATING SUSTAINABILITY TRANSITIONS

Transition governance is an approach that aims to influence existing dynamics of a system, such as the energy system within a city, as to make it more sustainable. It does so by embracing the system's complexity and by acknowledging the inherent uncertainty of societal change. Therefore, transition governance puts a high value on learning and reflexivity. Transition governance is a means to foster sustainability and just transitions by accelerating social learning and systems thinking among a diverse set of actors. In doing so, it tries to support the emergence of alternative ways of doing, thinking and organizing.

TRANSITION MANAGEMENT AS HANDS-ON MODE OF GOVERNANCE

A hands-on governance approach based on these insights is transition management. Transition management aims to address persistent societal problems through (social) learning, system thinking and through enabling new activities and collaborations relating to visions of a more sustainable future (Loorbach, 2010). Transition Management was developed in the Netherlands in the early 2000's and has since then been applied in different domains such as the energy, food, healthcare, and water domain. It has also been applied at different scales such as nations, regions, cities or neighbourhoods as well as multiple contexts like European cities but also communities in Honduras, Uganda, Ghana and cities in Australia. Transition management has the following three main promises (see Roorda et al., 2014):

- **A sense of direction:** proposing a strategic future perspective which addresses the fundamental changes needed to reach a sustainable future;
- **An impulse for local change:** inspiring alternative and enhancing existing initiatives that contribute to the envisioned future;
- **Collective empowerment:** enabling actors in cities to tackle transition challenges and seize opportunities for a sustainable city.

TRANSITION MANAGEMENT LEVELS

Transition management starts from the premise that so-called frontrunners play a key role in finding direction for the transition process. Frontrunners are key in driving the process of social change. To facilitate social learning and experimentation, the transition management framework identifies a strategic, tactical, operational, or reflexive level of interventions.

1. **Strategic:** focusing on the long term and relating to structuring societal problems and envisioning alternative futures;
2. **Tactical:** developing coalitions, images, and transition agendas;
3. **Operational:** mobilising actors and implementing projects and experiments;
4. **Reflexive:** evaluating, monitoring, and learning throughout the process.

These four levels are also the main focus of one of the system analysis tools. See paragraph 3.5 for more information.

DOING TRANSITION MANAGEMENT

Transition management has been operationalised in a process with four key phases: an orienting, agenda setting, activating, and reflecting phase. Subsequently, these four phases are further operationalised in seven steps (see Figure 2). The transition management process allows for an iteration between the different phases and steps as to reflexively increase the actors' understanding of system dynamics, actor networks and possible leverage points.

An important step in this process is called “**setting the scene**”. In this step an initial system analysis and actor analysis are carried out to increase the understanding of the system. The **orientation phase** of the transition management cycle aims at creating a shared understanding of the system and its key challenges. This phase also allows for envisioning what constitutes as a desirable future. The **agenda setting** phase aims at determining short-term actions as well as short-term opportunities. The aim is to contribute to the envisioned future by connecting different networks and communities.

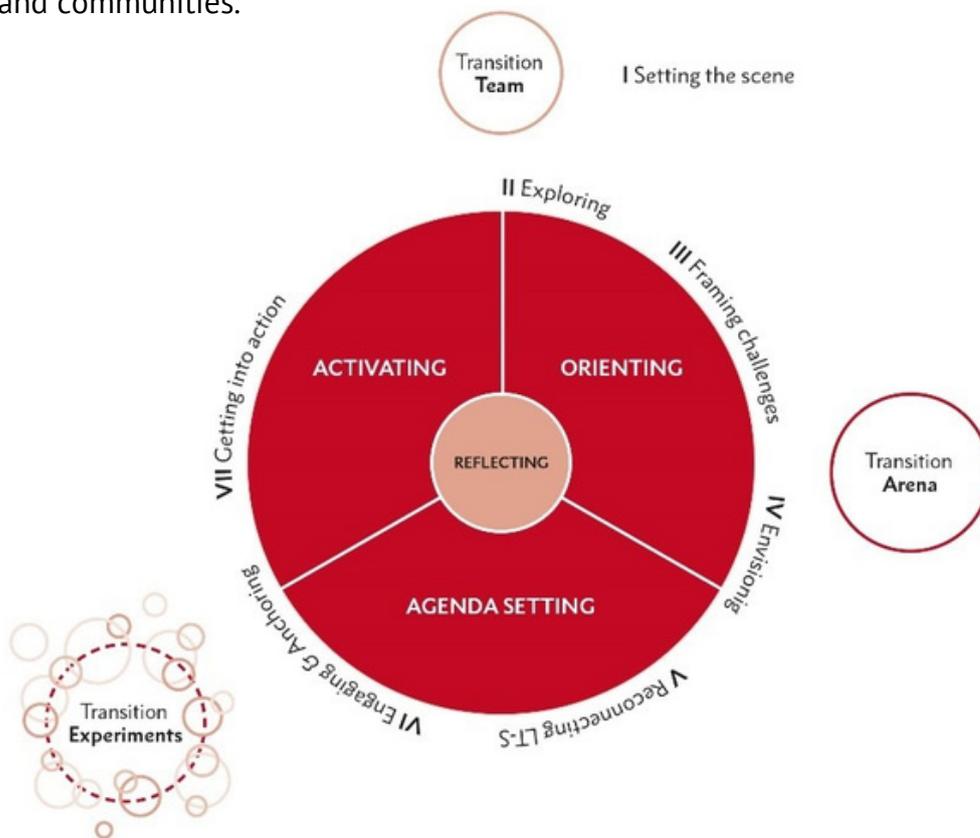


Figure 2. The transition management cycle (Roorda et al. 2014)

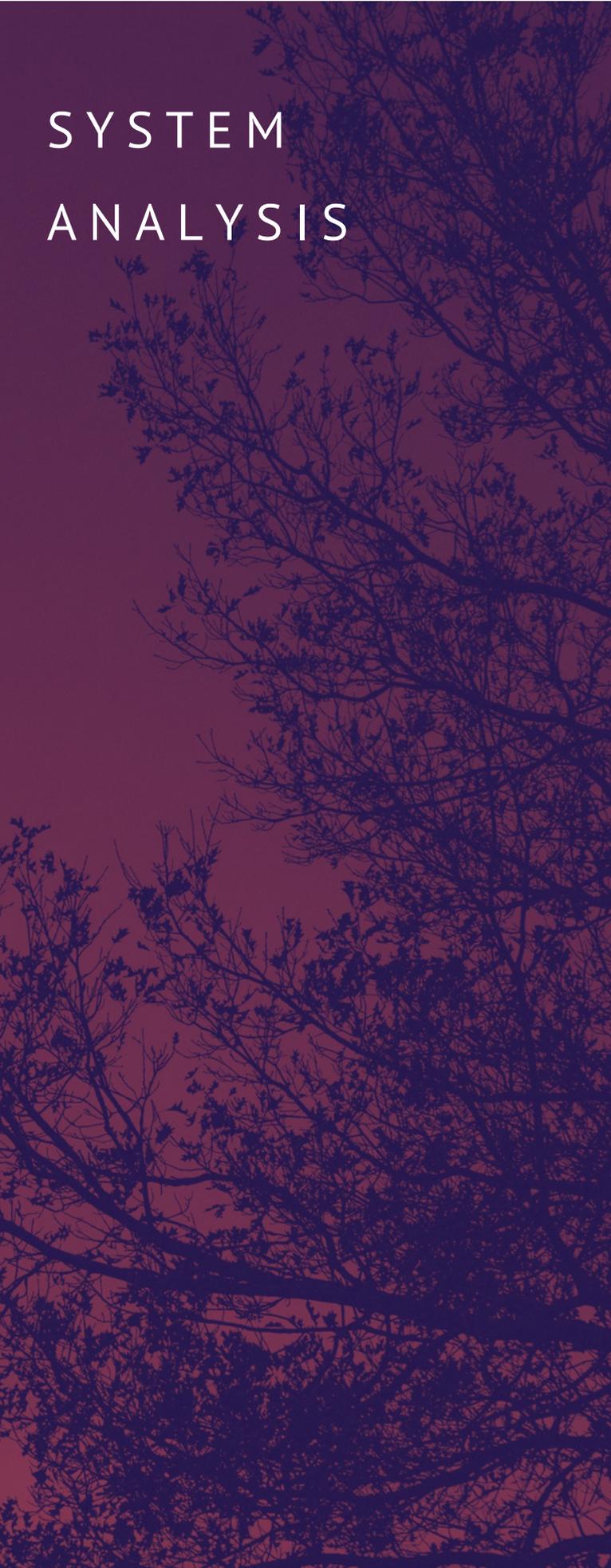
The **activating phase** focuses on organising a portfolio of experiments related to the envisioned desirable future. Linking these steps and their outcomes to the broader context is an ongoing activity throughout all the phases and is called the reflecting phase.

Key in organising a transition process within a city is **setting up the transition team**. This is the core team that adapts and drives the transition management process. Ideally, the transition team consists of approximately three to five people who are intrinsically committed to the cause of sustainability transitions and have time and capacity to facilitate the process. In most cases this team is primarily responsible for facilitating and carrying out the system and actor analyses.

One of the most important operational instruments of transition management is the **transition arena**, a so-called 'protected space' for frontrunners which consists of a series of meetings and activities aiming at problem structuring, vision building, back-casting and agenda-setting. This leads to the piloting of transition experiments that can be implemented during the activating phase. Importantly, the transition management cycle (Figure 2) can also be used to think about which kind of activities are most needed within a certain system (e.g. activating or orienting) and adapt the steps of the process accordingly. In this workbook we share the most important tools and methods that can be used in the very basic step of a transition management process, i.e. setting the scene: the analysis of the system dynamics and the actors of a specific system.

TREFERENCES & RESOURCES

- Loorbach, D., Frantzeskaki, N., and Avelino, F. (2017). Sustainability Transitions Research: Transforming Science and Practice for Societal Change, *Annual Review of Environment and Resources* 2017 42:1, <https://doi.org/10.1146/annurev-environ-102014-021340>
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SYSTEM ANALYSIS

The system analysis aims at creating a better understanding of the dominant challenges and opportunities of the system under study, for example the energy system in a particular city. In grasping the transition dynamics, the system analysis helps to reflect more deeply on the interconnections and persistency of societal problems.

3.1. THE SYSTEM DEMARCATOR

PURPOSE: TO IDENTIFY THE BOUNDARIES OF A SYSTEM

The System Demarcator is a basic tool of any system analysis. It will help you define the boundaries of your transition analysis. Without a system demarcation, it is quite possible that you would feel a bit lost and it would be difficult to apply any of the other tools. Setting system boundaries should help you in focussing the analysis, and it also should increase the level of reflexivity, e.g. what do I and don't I include in my analysis and what are the consequences of this.

DESCRIPTION



A system's boundary demarcates a limit to the system's internal processes and components. Internal to its boundary, the system has some degree of integrity, meaning the parts are working together and this integrity gives the system a degree of autonomy. A transition governance process takes account of different systems and their interactions, for example physical, technological, social and institutional systems. As such, it is important to define clearly the physical, social and institutional system we study and want to intervene in.

INSTRUCTIONS



Ask the participants to define the boundaries of their system and specifically the:

1. Geographic boundaries (e.g. territorial, jurisdiction).
2. Sectorial boundaries (e.g. the specific sectors in which you would like to focus on).
3. Institutional boundaries (e.g. which institutional logic is prevalent in the demarcation).

TIPS &
EXPERIENCES

- Provide tangible examples of boundaries of specific systems (e.g. see box 2 below for Dublin);
- You can ask participants to draw and use different colours to represent the different types of boundaries;
- Ask questions like: what would happen if we change the system boundaries? Would that lead to dramatic changes in the way we perceive the systems and its characteristics? What does this tell us to how we approached system demarcation?
- In case you are conducting a short workshop or session, you can make the identification of the system boundaries quite simple: ask participants to choose a case study and to make a short description of it. The case could be a specific sector in a certain city, country, or globally or a specific context such as a neighbourhood, a city, a geographical area without focusing on any specific sector.

Box 2. The System Demarcation done by Dublin's transition team for the transition roadmapping process in Dublin

Geographic boundaries	The physical boundary is the Dublin region.
Sectoral boundaries	All energy demand (heat, transport & electricity) and supply solutions, and potential carbon sinks (green infrastructure) need to be addressed to become carbon neutral.
Institutional boundaries	The physical boundary is the Dublin region.

3.2 THE UNCOVERING SYSTEMS TOOL

PURPOSE: TO CHARACTERISE THE SYSTEM THAT YOU ARE STUDYING AND IDENTIFY ITS STRUCTURES, CULTURES & PRACTICES.

DESCRIPTION



This method strongly relates to one of the core definitions of a transition: “a transition is a fundamental change in cultures, structures and practices at the level of a sub-system”. Participants are encouraged to think about the following characteristics of a system:

- Structures: institutional, economic, and physical, and regulatory settings;
- Cultures: discourses, shared beliefs, values, perspectives and paradigms;
- Practices: daily routines, behaviours, actions, choices, habits.

INSTRUCTIONS



1. Explain the different characteristics of a system and what you mean by structures, practices and cultures and share tangible examples for each of them (see the example in the Appendix).

2. Give the participants a flipchart identifying the different elements characterising the system: structures, cultures and practices.

3. Provide guiding questions for each system’s element such as the following:

Characterising the structures

- What are the different governance approaches, institutional frameworks and policies related to your system?
- What infrastructures, economic, physical, regulatory, implicit rules and networks are in place?

Characterising the cultures

- What are the most common perspectives and values regarding your system?

- Do people consider using a certain type of alternatives?
- Are people aware of sustainable alternatives regarding your system?

Characterising the practices

- What are the most common practices and behaviors in your system?
- What are the daily routines and habits in your system?
- What are the alternative actions, behaviors and practices that are emerging in your system?

4. Ask participants to provide a short description of the structures, cultures and practices present in their system and write them on the flipchart or the printed table. Encourage participants to add anything that they consider important. Give participants at least 30-40 minutes for this exercise.

5. During the exercise, support participants by asking guiding questions, by answering any of their questions or doubts, or by providing examples.

6. Ask participants (or each group) to share some of their main insights from the exercise.

TIPS & EXPERIENCES



- This method can also be conducted in groups. You can divide the participants into different groups, ask them to first characterise their system individually and then share the results in the group.
- This method works better when having a facilitator supporting the participants to identify the different elements of the system.

REFERENCE & RESOURCES



- Loorbach, D., Frantzeskaki, N., and Avelino, F. (2017). Sustainability Transitions Research: Transforming Science and Practice for Societal Change, Annual Review of Environment and Resources 2017 42:1

3.3 THE THE MULTI-LEVEL PERSPECTIVE (MLP)

PURPOSE: TO GAIN INSIGHTS ON THE CURRENT TRANSITION TENSIONS AND CHALLENGES WITHIN A SYSTEM.

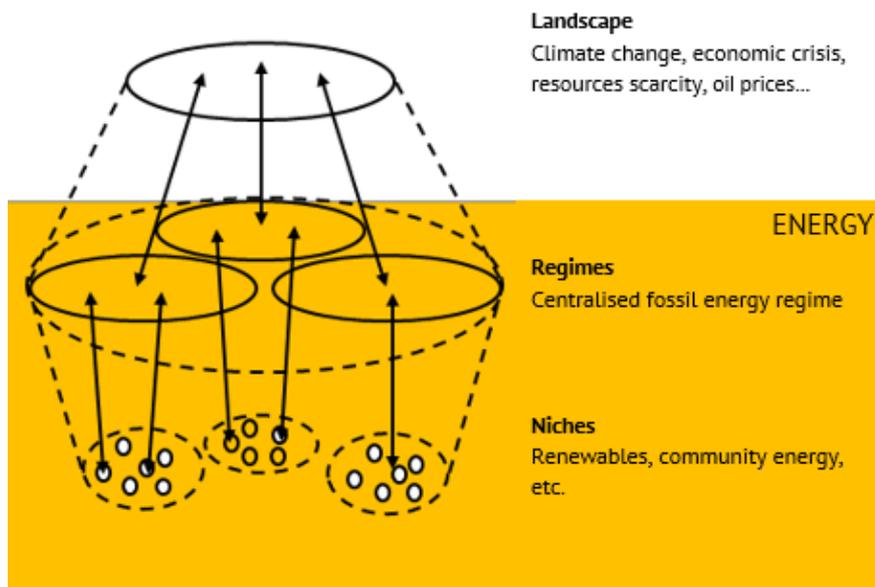


Figure 3. Multi-Level Perspective applied to the energy system (Geels, 2005)

DESCRIPTION



The MLP is a tool that can support you in characterising the system from a transitions perspective. It can give you a better understanding of the relationships between different elements of the system and it can support the reflections on the transition dynamics existing in it.

It consists of three levels:

- **Landscape:** autonomous factors or “trends” in the system influencing both niches and regimes. Examples in the energy system: Climate Change, resource scarcity, SDGs.
- **Regime:** the dominant structures, cultures and practices. Examples in the energy system: centralised fossil energy incl. market-led fossil-based economy.
- **Niches:** the alternative structures, cultures and practices (so-called spaces for innovation). Examples in the energy system: solar energy, wind energy, energy cooperatives, innovative energy practices, etc.

INSTRUCTIONS



1. Carefully explain the MLP model and describe each level: Landscape, Regime and Niche.
2. Provide examples of what you mean for each MLP level and use an example of a MLP analysis (e.g. the MLP analysis of a specific sector - see above).
3. Ask the participants to divide into groups of 3-5 people.
4. Ask each group to identify a geographical system (e.g. a neighborhood, a city, etc.) or functional system (e.g. food, energy, water, etc.).
5. Provide the participants with flip-charts representing the MLP.
6. Ask the participants to first define the boundaries of their system (see 4.1) and then start analysing the different MLP levels in their system: niches, regime and landscape. Give them between 40-60 minutes to engage in the group exercise. To support the participants to better understand the different MLP levels, you can: repeat a short explanation of the levels; ask questions; and share some examples (see in the appendix 7.1).
7. Explain that they can write the elements for each level on post-its or directly on the flipcharts.
8. During the exercise check if the different groups have doubts or questions. Especially at the beginning of the exercise they might feel a bit lost and they would need to be reminded of the meaning of each level. If needed support them by asking guiding questions and giving some suggestions.
9. At the end of the exercise give the opportunity to each group to present the results of their group exercise. Give space for some final reflections on what they have learnt from the exercise. You can ask the participants questions like: "What are your main insights from this exercise?", "What did you learn today?", "Did you have any surprises?"

TIPS &
EXPERIENCES

- The participants might feel a bit lost in the theoretical concepts. Give them some time to “digest” the concepts. It will help them to relate the model to their own life and experiences.
- Ask continuously guiding questions that help them to better understand each level.
- Provide different examples of the MLP perspective of different cases or sectors.
- You can ask participants to draw and use their imagination to represent the multiple levels.

REFERENCE &
RESOURCES

- De Vicente Lopez, Javier and Matti, Cristian (2016). Visual toolbox for system innovation. A resource book for practitioners to map, analyse and facilitate sustainability transitions. Transitions Hub Series. Climate-KIC, Brussels 2016. ISBN 978-2-9601874-0-3 <https://learning.climate-kic.org/en/system-innovation/system-innovation-2/2019-04-24-04-20-261>
- Multi-level Perspective Analysis (MLP), Transition in Practice - Tools and Competences: <https://transitiepraktijk.nl/en/experiment/method/multi-level-perspective-analysis-mlp>
- Geels, F. W. (2011). The multi-level perspective on sustainability transitions: Responses to seven criticisms <https://www.sciencedirect.com/science/article/abs/pii/S2210422411000050> Environmental Innovation and Societal Transitions, 1 (1), Pages 24-40

Box 3. Excerpt from the MLP applied in the context of the City of Valencia by the local transition team

Landscape	<ul style="list-style-type: none"> • Valencia is the third city in Spain by population, 800 thousand inhabitants (amounting to 1.5 million if we consider the metropolitan area) with a population density of 8.084 inhabitants/km². The city is primarily a service area [...] • Valencia is the third urban destination in Spain and tourist activity, which exceeds two million visitors, represents more than 10% of the local economy; [...] • The Port of Valencia is the fifth busiest seaport in Europe, being also the leading Spanish port of the Mediterranean in commercial traffic, mainly of containerized goods; it provides services to more than 7,500 ships every year. • [...]
Regime	<ul style="list-style-type: none"> • Current practices show that the energy sector of Valencia is still dependant on fossil fuels, which are mostly imported and which are used to produce energy in a highly centralised manner. • [...] Mobility accounts for more than half of the total energy consumption of the city. Moreover, traditional combustion private vehicles are still dominant over alternative electric and hybrid vehicles. [...]
Niches	<ul style="list-style-type: none"> • Energy cooperatives: energy cooperatives with activity in the 3 axes of the energy sector - production, distribution and commercialisation- have been operating in Valencia for a long time. However, they have increased in number and size in the recent years. These cooperatives represent a radical shift from the traditional big energy companies towards a more democratic system, which also contributes to the decarbonisation of the energy sources used to produce electricity. • Decentralised solar energy prosumers: recent changes in the legislative and regulatory fields have facilitated the self-consumption installations [...]

3.4 THE X-CURVE MODEL

PURPOSE: TO CREATE A RICHER UNDERSTANDING OF THE TRANSITION DYNAMICS WITHIN A SPECIFIC SYSTEM.

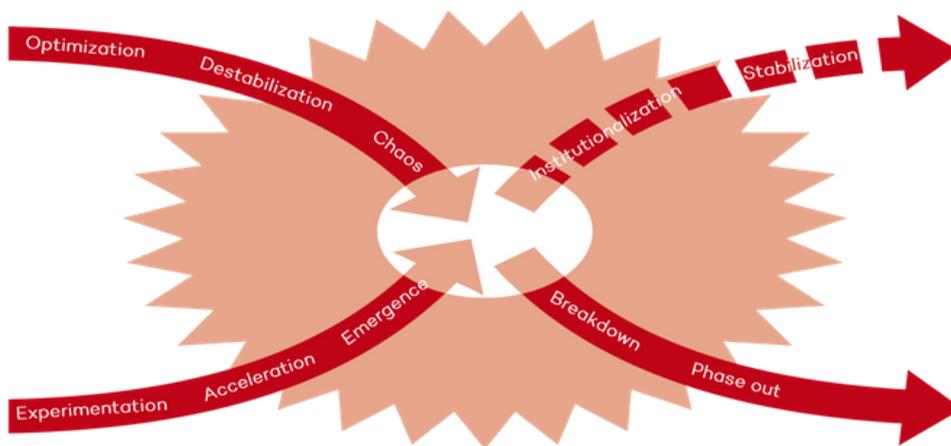


Figure 4. The X-curve model

DESCRIPTION



The X-curve describes the dynamics of societal transitions in terms of iterative processes of building up and breaking down (see Loorbach et al., 2017). The X-curve features two main lines: a line moving up which represents “innovation” as a process of emergence and building up; and a line moving down which represents “exnovation” as a process of breaking down and phasing out. The interaction between these two patterns takes place within the context of large-scale societal developments in e.g. demography, technology, economy, and (geo) politics. Often such patterns take decades to evolve.

Innovation: Build-up of emerging culture, structure, and practices

- Experimentation - Radically new ways of doing, thinking and organizing are invented and tested;
- Acceleration - Alternatives are scaled up and become more accessible;
- Emergence – Alternatives become more viable and competitive to existing structures;

- Institutionalisation – Alternatives are stabilised and embedded in new structures, culture and practices
- Stabilisation - Optimisation of the new status quo.

Exnovation: Transforming and phasing-out of dominant culture, structure, and practice

- Optimisation - Existing structures are improved;
- Destabilisation - A fundamental discussion about the current design of a system is initiated;
- Chaos - Societal structures experience disruptive shocks and are disintegrating;
- Break-down - Fall out and dismantlement of existing status quo;
- Phase-out - Former dominant institutions and practices become anomalies and eventually disappear.

INSTRUCTIONS



You can choose two options to facilitate the application of this tool. One option is more interactive and quicker, the other is more analytical and requires more time. Both options can be used as part of a workshop, educational session or multi-stakeholder meeting. The first option is more useful when participants need to learn about the main concepts of sustainability transitions as to develop a transition thinking mindset. The second option can be very effective to support participants to identify and reflect on the transition dynamics of their system.

Option 1: Interactive X-curve model

1. Before the start of the workshop or session, create an X-curve on the floor with tape;
2. Explain the X-curve model to the participants and give some examples for each of the different phases;
3. Ask the participants to stand up and to position themselves on the X-curve according to their role in the transition. For example, you can ask them the following question: what is your role in the transition? How would you position yourself on the X-curve?
4. Give participants some time to position themselves on the X-curve;

5. Ask them to share with the person next to them why they positioned in that specific part of the X-curve;

6. After a few minutes, ask the group of participants to share their main insights from the exercise. Optional: after the exchange of insights ask people if they want to reposition themselves on the curve.

Option 2: X-curve model analysis

1. Explain the X-curve model to the participants by giving examples of the different phases;

2. Depending on the workshop or session, this exercise can be done in groups or individually;

3. Ask the participants to define the boundaries of their system (see 3.1) individually or in groups;

4. Give to the participants a worksheet representing the X-curve model as in the Figure below (see Figure 5). A different version of the worksheet is included in the Appendix (see 7.3);

5. Ask the participants to identify the transition dynamics in their system. You could ask a question such as “Can you identify what are the elements of each phase?” (e.g. organisations, individuals, projects, regulations, events, behaviors, etc.). You can also ask them to follow the guiding questions included in the worksheet;

6. After they have identified the transition dynamics in their system, the next step is to discuss their interpretations of the analysis. For this, you can ask and discuss, the following questions:

- Which phases are most dynamical in the current system and why?
- Overall, what do you think are the most important transition dynamics in your system?
- Which dynamics are absent? Why?
- Is a certain actor-group over-represented in a certain dynamic? Why and what are the consequences?
- What are the interconnections among the different transition dynamics?

7. At the end of the exercise ask the participants to reflect on the main lessons learnt from the exercise.

TIPS &
EXPERIENCES

- When explaining the X-curve model to participants for the first time they might feel a bit confused. Give them time to reflect at personal level and share examples of transition dynamics related to their daily-life or to their context;
- Ask continuously guiding questions supporting the participants to critically reflect and go beyond their comfort zone when identifying transition dynamics.

REFERENCE &
RESOURCES

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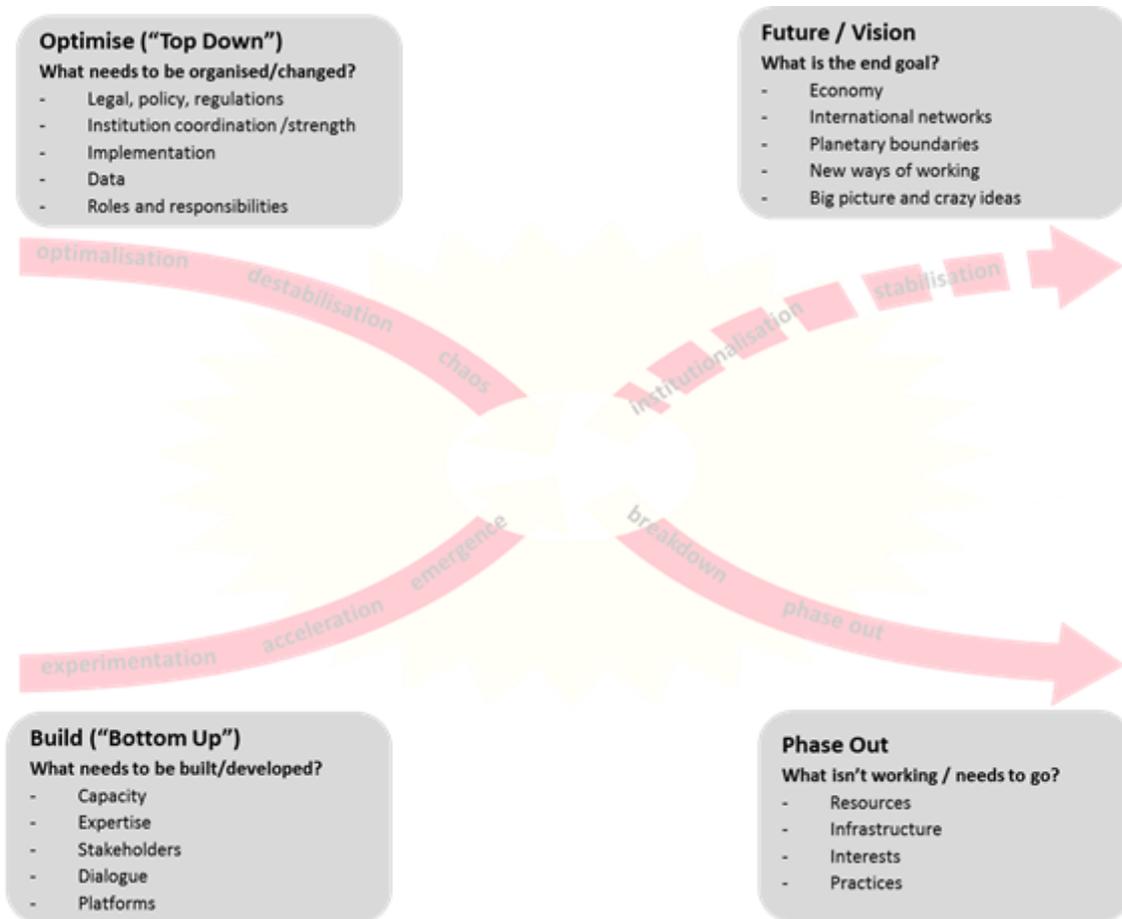


Figure 5. Example of an X-curve model worksheet



3.5 THE FOUR LEVELS OF GOVERNANCE

PURPOSE: TO DIFFERENTIATE THE TYPES OF GOVERNANCE ACTIVITIES THAT ARE APPARENT IN A SPECIFIC SYSTEM.

DESCRIPTION



This tool helps you to reflect on what is currently happening in the selected system and to consider what is needed to move beyond incremental “policy as usual”. The tool helps to diagnose the activities that different actors in a system (including local authorities, citizens, businesses, knowledge institutions and NGOs) engage in, in relation to sustainability transitions. The following types of activities are identified:

- Strategic: focusing on the long term and relating to structuring societal problems and envisioning alternative futures;
- Tactical: developing coalitions, images, and transition agendas;
- Operational: mobilising actors and implementing projects and experiments;
- Reflexive: evaluating, monitoring, and learning throughout the process.

More information and a description of each type is provided in Table 2 below.

INSTRUCTIONS



1. Provide to the participants of the workshop a canvas including all governance activities (see Appendix 7.4).
2. Explain to the participants the different types of governance activities by providing specific examples for each activity. Allow for clarifying questions.
3. Ask the participants individually or in groups to identify the different governance activities of their system by filling in the canvas.
4. After the mapping of the ongoing activities, the participants share their interpretations of the analysis. This can be assisted by using questions such as the following:

- Which type of activity is most popular? And which type the least? Why?
- Which actor groups are driving which kinds of activities? Is there a certain pattern? What does this tell us about the system?
- Which of the mapped activities were most successful (and on what accounts) to further the transition towards climate-neutrality?
- What are obvious activities that are missing from this mapping? Why have these not been picked up?

5. Based on the understanding of existing governance activities, you can discuss which possible interventions can be employed to effectively address sustainability transitions.

6. At the end of the exercise, you can have a debrief by asking the participants what they have learnt and how they think to apply the lessons learnt into practice in their system.

TIPS & EXPERIENCES



This tool is better applied in a small-group setting (3-5 people), with actors from different backgrounds, who together map the identified activities directly on a canvas.

REFERENCE & RESOURCES

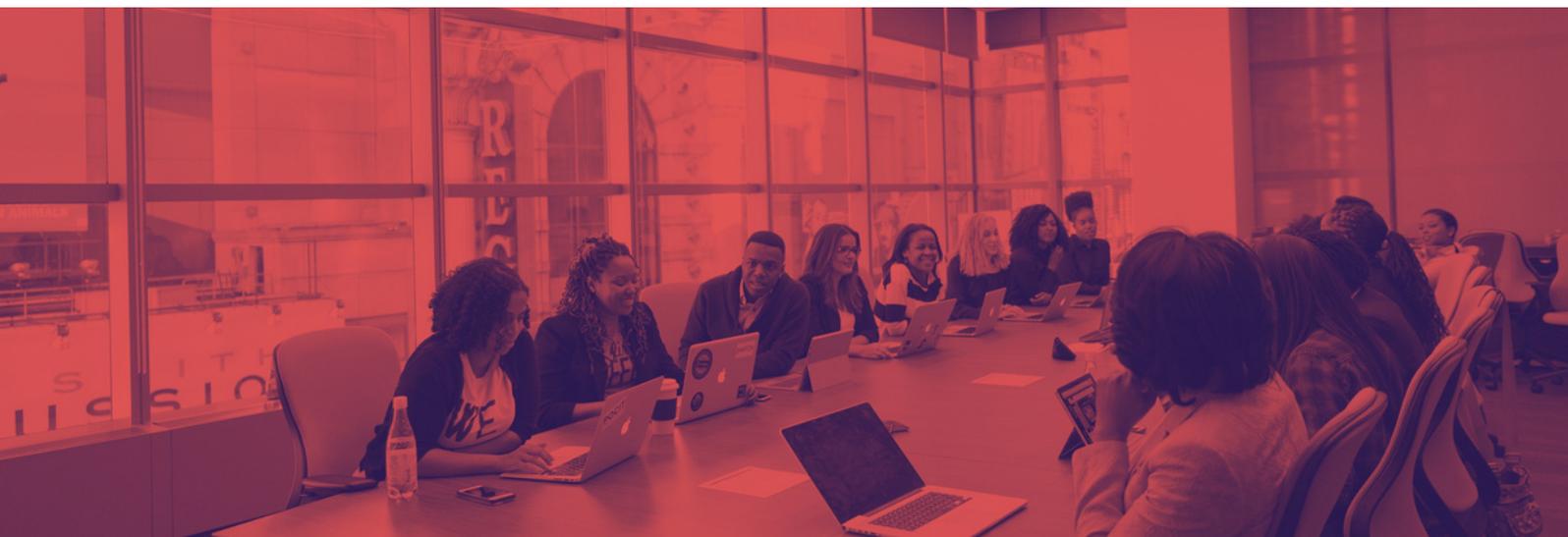


Loorbach, D. (2010). Transition Management for Sustainable Development: A Prescriptive, Complexity-Based Governance Framework, *Governance: An International Journal of Policy, Administration, and Institutions*, 23:1,161–183.

GOVERNANCE ACTIVITY	DEFINITIONS & EXAMPLES
<p>Strategic</p>	<p>Strategic activities focus on the long term and relate to structuring problems and envisioning alternative futures of a societal (sub-) system. Such activities are inherently normative, since they involve ethical debates regarding what consist transformative change and what type of change is desirable. Examples of activities:</p> <ul style="list-style-type: none"> • Support critical reflections on the interconnectedness and persistency of existing problems; • Facilitate envisioning processes and development of visions on desired futures; • Organise strategic discussions related to e.g. formulating long-term (collective) goals and guiding principles; • Support long-term planning; • Empower actors to collectively discuss and define important norms, values, ethics and understandings of sustainability. <p>Such activities might be documented through or materialise as master plans, visions, etc.</p>
<p>Tactical</p>	<p>Tactical activities have a mid-term horizon and are related to building a movement of alternative networks, experiments and practices. The aim is to create a stimulating and cultivating context for people who are working on alternative ways of doing, thinking and organizing. Examples of activities:</p> <ul style="list-style-type: none"> • (Co-)create a roadmap; • Co-develop coalitions, networks or platforms bringing people together around a shared concern or goal; • Support actors to develop a transition agenda; • Create financial and institutional incentives and regulations. <p>These activities might be documented through or materialize as roadmaps, strategic action plans, covenants, memorandum of understanding, experimentation portfolios, etc.</p>
<p>Operational</p>	<p>Operational activities focus on the short-term and involve initiating experiments or projects, and mobilising actors. Such activities often are driven by individual ambitions, entrepreneurial skills, or promising innovations. They show that alternatives are already achievable in today's world. Examples of activities:</p> <ul style="list-style-type: none"> • Develop iconic or exemplary projects; • Create (institutional) space for experiments; • Support frontrunner initiatives to connect with each other and other societal actors;

	<ul style="list-style-type: none"> • Support actors (e.g. civil society), to set up pilot projects and activities and to develop organisational, administrative, and financial capacities. <p>Such activities might be documented through or materialize as actual projects, pilot activities, policy measures, etc.</p>
<p>Reflexive</p>	<p>Reflexive activities relate to monitoring, assessing and evaluating ongoing transition interventions. These activities include all processes of learning throughout the involvement of a specific transition program, project or activity. Examples of activities:</p> <ul style="list-style-type: none"> • Create learning programmes; • Set up project evaluations and monitoring of multi-stakeholder processes; • Develop a culture of reflexivity within an organisation and/or as part of the transition process aiming at reflecting and learning; • Organise meeting with colleagues to explicate and share insights and learnings. <p>These activities might be documented through or materialise as learning sessions, learning agendas, monitoring plans, evaluation frameworks, etc.</p>

Table 2. Types of governance activities



Box 4. The Four levels of governance tool filled in by the transition team of the City of Valencia

LEVEL OF GOVERNANCE ACTIVITY	WHICH STRATEGIC ACTIVITIES ARE ALREADY TAKING PLACE IN THE SYSTEM YOU DEFINED?
Strategic	<ul style="list-style-type: none"> • Climate Emergency declaration • Valencia Changes for the Climate and Sustainable Mobility Fair. • SECAP update in a collaborative way with all the City Council departments involved [...]
Tactical	<ul style="list-style-type: none"> • Energy Transition Working Group within the City Council departments to update and agree on a Roadmap towards mitigation and adaptation to climate change. • New regulatory and legislative framework at national level. [...] • Alliance for a Sustainable City: workshops on energy transition, renaturalisation of the city and healthy city. • Collaboration with local energy cooperatives. [...]
Operational	<ul style="list-style-type: none"> • Local Energy Office to inform and assess the citizens in relation to energy transition • Promotion of the first local energy communities with direct collaboration of the City Council, promoting the projects and giving the municipal roof. [...]
Reflexive	<ul style="list-style-type: none"> • Energy Coordination Group formed by City Council, Foundation Valencia Climate and Energy, Foundation Las Naves, University; • App "Our City Our Energy" that monitors the municipal energy consumption (electricity, gas, water) [...]



ACTOR ANALYSIS

The actor analysis aims to identify the most relevant actors in the system, how they relate to each other and to the system. It provides an overview of who plays what role in a particular system, and in the envisaged transition. The actor analysis is going to be fundamental when you will organise participatory transition settings (e.g. a transition arena). For such settings you will have to understand what actors to engage and for which kind of role or activity.

There are different methods that can be used to conduct an actor analysis. Actors analysis can be done from behind a desk or as part of a workshop or focus group with multiple stakeholders. To better understand a system, it is most fruitful to conduct an actor analysis across departments within a local administration and, possibly, inviting external actors such as civil society, business, academia, and knowledge institutions in a participatory workshop. Below we have included a few tools to conduct the actor analysis.

4.1 THE POWER-DOMAIN-MAPPING

PURPOSE: TO SUPPORT PRACTITIONERS TO MAP ACTORS ACCORDING TO THEIR ORGANIZATIONAL BACKGROUND AND THE KIND OF POWER THEY ARE EXERCISING.

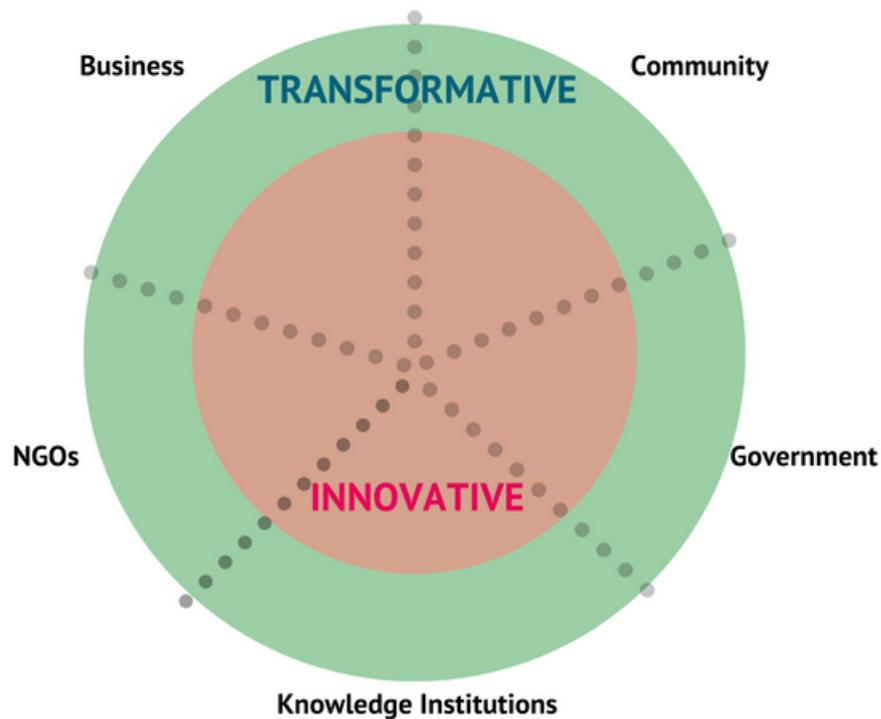


Figure 6. Power-Domain-Mapping

DESCRIPTION



Through the Power-Domain-Mapping, you map actors according to the domain they are active in (see Figure 6), as well as the kind of power they exercise (see Table 3). This actor analysis combines power-mapping with distinguishing between organisational backgrounds.

INSTRUCTIONS



1. Provide to the participants a canvas representing Figure 6.
2. Explain the different types of power as described in Table 3.
3. Ask participants to reflect on the system they are focusing on and think about the different types of power.
4. Ask participants to represent each actor of their system with a dot. The size of the dot indicates the impact of a given actor. If an actor exercises more types of power at the same time, multiple dots can be connected.
5. Ask participants to reflect on the visual representations of the type of power exercised by the different actors. You can ask guiding questions such as: What are the different types of power exercised by the actors in your system? How is the power exercised? How can these types of power be influenced?

TIPS &
EXPERIENCES

- This exercise can be conducted in groups or also individually.
- It is better to use this tool when participants have already a basic understanding of transition governance principles and main concepts.

REFERENCE &
RESOURCES

Avelino, F. (2011) Power in transition. Empowering discourses on sustainability transitions. Rotterdam: Erasmus University: <https://repub.eur.nl/pub/30663>

TYPE OF POWER	DEFINITION	TRANSITION NOTION
Innovative	...capacity of actors to invent and create new resources	Niches
Re-inforcive	...capacity of actors to reinforce and reproduce existing institutions and structures	Regimes
Transformative	...capacity of actors to invent and develop new structures and institutions	Niches/Regimes
Systemic	...collective capacity of actors to shape (reproduce or challenge) macro-trends	Landscape

Table 3: Types of power (Avelino, 2011)



4.2 THE SOCIAL NETWORK ANALYSIS

PURPOSE: TO TRACK AND UNDERSTAND SOCIAL NETWORKS AND RELATIONSHIPS AT A VARIETY OF LEVELS IN A CERTAIN SYSTEM. IT ALSO ASSISTS IN CREATING A BETTER UNDERSTANDING OF THE SOCIAL FABRIC YOU ARE OPERATING IN.

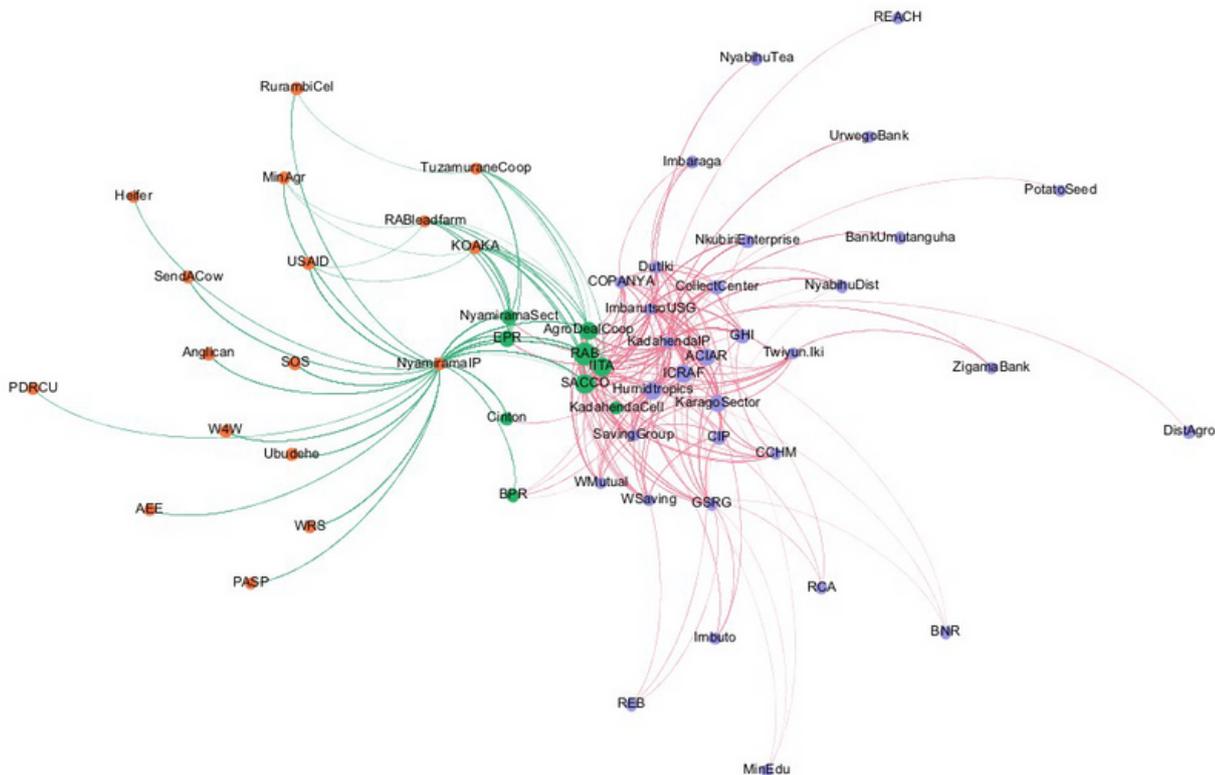


Figure 7. Social Network Analysis in FAO, 2017, Report on Rwanda Agricultural Innovation System

DESCRIPTION



A social network is made of actors that are connected by specific types of interdependencies, such as friendship, common interest, financial exchange, common beliefs, knowledge, ethnicity, etc. The mapping and categorisation of such interdependencies gives an overview of actors in a certain system and the (type of) relations between them. A social network analysis can help answering questions such as: Who is the most influential or connected to a higher number of individuals? And who acts as a bridge between different parts of the system?

INSTRUCTIONS



1. Define your focus. In completing a network analysis, it is beneficial to set your focus. This will involve considering various elements of the analysis.
2. Decide what data you will use. Social network analysis can be applied to any data that highlights relationships between things (e.g. individuals, objects, events, etc.).
3. Collect data.
4. Analyse your findings.
5. Validate your findings. Examples of the types of questions to ask include:
 - Do the findings match what is known?
 - Is there anything that seems unusual?
 - Can any unusual results be explained by issues with the data?

TIPS & EXPERIENCES



- There are a variety of tools you can use to conduct Social Network Analysis;
- Social Network Analysis can be used in groups or also individually.

REFERENCE & RESOURCES



How to get started with social network analysis:
<https://towardsdatascience.com/how-to-get-started-with-social-network-analysis-6d527685d374>

4.3 THE MULTI-ACTOR PERSPECTIVE

PURPOSE: TO MAP STAKEHOLDERS IN DIFFERENT SECTORS AND THEIR INSTITUTIONAL LOGICS. IT ALSO HELPS TO REFLECT ON THE INTERACTIONS AND INTERCONNECTIONS AMONG THE STAKEHOLDERS IN A PARTICULAR SYSTEM.

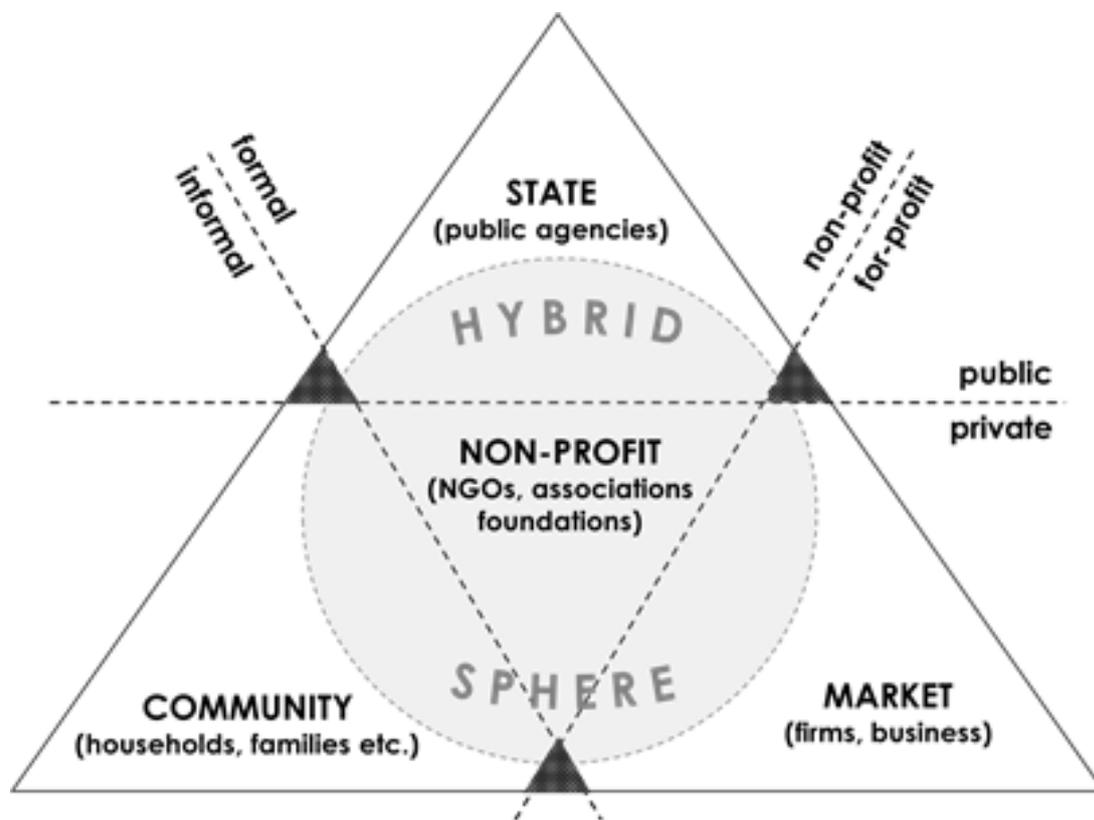


Figure 8. Multi-actor Perspective (MaP) tool (Avelino & Wittmayer, 2016)

DESCRIPTION



The MaP distinguishes among four spheres: state, market, community, and third sector/not-for-profit (See Figure 8). It allows you to group actors at different levels:

- Group level (Figure 9): to reflect on the collective role of (coherent) groups of people (e.g. organizations, associations, etc.);
- Individual level (Figure 10): to reflect on the role that each individual plays in different sectors in relation to sustainability transitions (Figure 10).

For example, in the case of the state, adult individuals are not only citizens, but they are also voters and taxpayers. In addition, market logics are not only formed by companies or producers, but also by individual consumers and clients.

INSTRUCTIONS



In case you would like to use the tool as part of a workshop or multi-stakeholder session, you can follow the following steps:

1. Give to the participants of your workshop canvases representing the MaP;
2. Divide the participants into small groups;
3. Give some time to the participants to map 1) the group roles or 2) their individual role in the MaP.
4. Ask the participants to share in their groups what they have learnt from the exercise.
5. Facilitate a final plenary debrief. For instance, you can ask participants how they will put into practice what they have learnt as a result of the tool.

TIPS & EXPERIENCES



- When conducting this mapping exercise, you should try to be specific and insert the exact names of the organisations and individuals of each sector that are related to the system you have demarcated.
- The best way to use this exercise is in small groups of 2-3 people.

REFERENCE & RESOURCES



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Figure 9. MaP: group actors (Avelino & Wittmayer, 2016).



Figure 10. MaP: individual actors (Avelino & Wittmayer, 2016)

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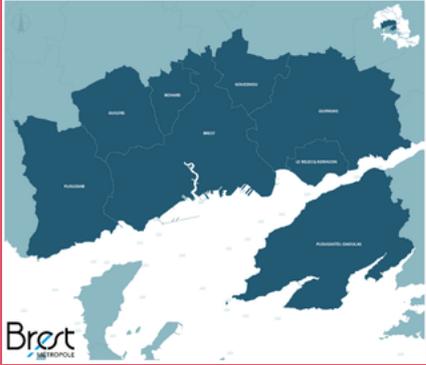
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APPENDIX

7.1 THE SYSTEM DEMARCATOR TOOL

The System demarcation done by the transition team in Brest

<p>Geographic boundaries</p>	<ul style="list-style-type: none"> • Brest 'Metropole', composed of 8 cities. • Three levels identified inside this area: <ol style="list-style-type: none"> 1. Core urban center in Brest ("Coeur de métropole") already involved in many urban planning dynamics. 2. Brest's districts 3. Seven cities around Brest: same as for the districts. • Some subjects (e.g. wood fuel sector) are addressed at an upper scale "Pays de Brest", alliance of 7 municipalities associations. 
<p>Sectoral boundaries</p>	<p>Main GHG emissions sectors (SECAP):</p> <ul style="list-style-type: none"> • Residential sector, housing (also the main sector for energy consumption, energy bills, and impacting air quality because of heating); • Transports; • Agriculture. <p>Less known sectors:</p> <ul style="list-style-type: none"> • Businesses and institutions (shops, education, research and innovation, health, offices and administration, agricultural and food-processing industry); • Inhabitants in their daily environment (eg. their district). ET can relate to other public policies (public lighting, public roads, parks and gardens).
<p>Institutional boundaries</p>	<ul style="list-style-type: none"> • Metropole and its different services • Districts of Brest city • Cities of the Metropole

7.2 THE MULTILEVEL PERSPECTIVE TOOL - SUPPORT FOR FACILITATION

<p>LANDSCAPE</p>	<p>Definition: the landscape-level includes trends or changes in the broader context that have consequences for transitions. Examples are long-term developments like urbanisation, industrialisation, demographical changes, macro-economic fluctuations, climate change, geopolitical tensions, etc.</p> <p>Questions:</p> <ul style="list-style-type: none"> • What are the major, important, large scale societal changes happening that will affect the system? Think about physical, technological, social, economic and governance changes. • What are possible rapid and unexpected events like shocks such as climate change, tsunami, earthquakes, COVID-19 that can severely influence the system? • What are alternative overarching world views, paradigms and values?
<p>REGIME</p>	<p>Definition: the regime-level refers to all dominant structures, cultures, and practices that provide stability and reinforce the current system. It is basically, society's "comfort zone" or "status quo". This level includes e.g. the systems most common practices, regulations, infrastructures and policies.</p> <p>Questions:</p> <ul style="list-style-type: none"> • What is the status quo of your system? • What are the dominant structures, cultures and practices of your system? • What are the most common cultures and practices in your system?
<p>NICHES</p>	<p>Definition: the niche-level refers to the alternative structures, cultures and practices that have the potential to disrupt the current status quo of a system. These niches often are initiated on a (trans)local scale where new initiatives, innovations or movements are emerging and new technologies, approaches or methodologies are tested in real life contexts.</p> <p>Questions:</p> <ul style="list-style-type: none"> • What are emerging alternatives (niches) supporting a change of the system? • How are (local) groups of organized citizens mobilizing and contributing to energy transition (e.g. energy cooperatives, active community groups, local initiatives, etc.)? • Are there any innovations in the municipality of other institutions or organisations? If so, how are operating? • How are (social) enterprises and other businesses contributing to the energy transition in your city?

7.3 THE X-CURVE

MAIN PURPOSE/NEED:

MAIN SYSTEM NEED:

EXNOVATION: SYSTEM DEMANDS	DO YOU RECOGNIZE THESE DEMANDS IN YOUR CITY? IF SO, HOW?
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OPTIMISATION
OVERALL DEMAND: WAKING UP THE SYSTEM

Raising awareness about need for change	
Building a common narrative with all city actors: creating a new story of change and empowerment.	
Finding a sense of direction for the city administration/government: knowing where your city wants to head to.	
Other	

DESTABILISATION
OVERALL DEMAND: JOINING FORCES AND CLEAR DIRECTION

Finding political commitment to adjust directions and aims of the process of change	
Reorienting law, policies, contracts, financial flows and processes to correspond to adjusted course: what needs to be built up and what needs to be dismantled?	
Create a transition roadmap and operationalise it. Reflect on how to get there: knowing what is needed for transformation and what the steps are to get there.	

Create a sense of shared strategy and momentum by forming coalitions and facilitating knowledge exchange.	
Invest in anticipating inequalities and power imbalances that might be (re-)produced through transition	
Go beyond green washing: incumbents need to be held accountable for their actions.	
Starting to think about phase out strategies already to navigate chaos	
Building networks that can support the destabilisation	
Anticipate on what needs to be institutionalised, while keeping different options open and ready, to be able to emerge and institutionalize later.	
Other	

CHAOS > ENFORCING REGULATIONS FOR AIR QUALITY AND WASTE MANAGEMENT

**BREAK DOWN
OVERALL DEMAND: STRUCTURALLY GETTING RID OF REMNANTS THAT OBSTRUCT THE
TRANSITION AND CANNOT BE 'REPURPOSED'**

Starting to phase out institutions, law, policy, contracts, and processes that obstruct or limit the transition	
Starting to phase out financial systems that obstruct or limit the transition	

Starting to phase out infrastructures that obstruct or limit the transition	
Establishing a new 'Business as usual' in people's lives	
Other	

**PHASE OUT
OVERALL DEMAND: CLEAR STRATEGY AND SAFEGUARDING PEOPLE**

Finding ways to deal with 'loss' culturally, economically and politically	
Executing clear strategies to navigate the phase out dynamic in different sectors	
Other	

INNOVATION: SYSTEM DEMANDS	DO YOU RECOGNIZE THESE DEMANDS IN YOUR CITY? IF SO, HOW?
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**EXPERIMENTATION
OVERALL DEMAND: CREATING SPACE**

Empower (local) experiments and bottom-up initiatives: invest in successful niche building	
Allow for spaces and projects that challenge the status quo	
Other	

ACCELERATION
OVERALL DEMAND: JOINING FORCES AND PROOF OF CONCEPT

Invest in niche expansion and embedding	
Form networks of support for initiatives and innovations for mutual learning and support	
Learn about different alternatives: what works, when, and how?	
Support experiments and bottom up initiatives to build their capacities (e.g. organisationally, administratively, financially)	
Support experiments and bottom up initiatives to replicate (e.g. in a different location or sector), to growing (e.g. gain new members), to partner (e.g. collaborate with local institutions and among each other), to have a more transformative impact	
Other	

EMERGENCE

INSTITUTIONALISATION
OVERALL DEMAND: EMBEDDING ALTERNATIVES

Implementation of legal and institutional changes	
Institutionalising the new regime by detailing the implications of the transition throughout institutions, law, policy, contracts, and processes	

Detailing the implications of the transition financial systems	
Detailing the implications of the transition throughout the change of infrastructures	
Adjusting accountability of new institutions and adjustments of the systems through checks and balances	
Other	

**STABILISATION
OVERALL DEMAND: STABILISING NEW CONFIGURATION**

Responding to discrepancies and unforeseen side-effects of institutionalising of the new configuration	
Checking how new societal structures affect social inequalities and protecting vulnerable societal groups	
Reflecting on how the new structures are transforming the regime or reproduce similar patterns and problems	
Other	

X-curve worksheet – Analysis done by the transition team of the City of Brasov

MAIN PURPOSE/NEED: BETTER LIFE OF CITIZENS (HIGHER QUALITY)

MAIN SYSTEM NEED: SUPPORTING THE COMMUNICATION BETWEEN THE SECTORS. CREATING THE STRATEGY OF CHANGING THE MIND-SET OF NOT GETTING OUT OF THEIR BUBBLE. BREAKING THE CYCLE.

EXNOVATION: SYSTEM DEMANDS

DO YOU RECOGNIZE THESE DEMANDS IN YOUR CITY? IF SO, HOW?

OPTIMISATION OVERALL DEMAND: WAKING UP THE SYSTEM

Raising awareness about need for change	
Building a common narrative with all city actors: creating a new story of change and empowerment.	<i>Promote and sustain communication between sectors and stakeholders. Raise awareness on the need of transition process (institutions and society)</i>
Finding a sense of direction for the city administration/government: knowing where your city wants to head to.	<i>Bring together all local strategies under the transition process. Dismiss anything less! For one transition roadmapping</i>
Other	<i>Political and societal commitment to transition to a better future</i>

DESTABILISATION OVERALL DEMAND: JOINING FORCES AND CLEAR DIRECTION

Finding political commitment to adjust directions and aims of the process of change	<i>Clear land use planning regulations for a sustainable and inclusive expansion of the city</i>
Reorienting law, policies, contracts, financial flows and processes to correspond to adjusted course: what needs to be built up and what needs to be dismantled?	<i>Apply just transition. Take into consideration energy poverty and all societal and cultural aspects: give a voice, empower, educate them, give proper subsidies, involve stakeholders.</i>
Create a transition roadmap and operationalise it. Reflect on how to get there: knowing what is needed for transformation and what the steps are to get there.	<i>Sustain the created coalitions and shift their subjects of discussions based on the newly appeared issues, innovations, projects.</i>

<p>Create a sense of shared strategy and momentum by forming coalitions and facilitating knowledge exchange.</p>	<p><i>Always adapt the transition roadmap accordingly to the monitoring process</i></p>
<p>Invest in anticipating inequalities and power imbalances that might be (re-)produced through transition</p>	
<p>Go beyond green washing: incumbents need to be held accountable for their actions.</p>	
<p>Starting to think about phase out strategies already to navigate chaos</p>	
<p>Building networks that can support the destabilisation</p>	
<p>Anticipate on what needs to be institutionalised, while keeping different options open and ready, to be able to emerge and institutionalize later.</p>	
<p>Other</p>	

CHAOS > ENFORCING REGULATIONS FOR AIR QUALITY AND WASTE MANAGEMENT

**BREAK DOWN
OVERALL DEMAND: STRUCTURALLY GETTING RID OF REMNANTS THAT OBSTRUCT THE TRANSITION AND CANNOT BE 'REPURPOSED'**

<p>Starting to phase out institutions, law, policy, contracts, and processes that obstruct or limit the transition</p>	
<p>Starting to phase out financial systems that obstruct or limit the transition</p>	

Starting to phase out infrastructures that obstruct or limit the transition	
Establishing a new 'Business as usual' in people's lives	
Other	

PHASE OUT
OVERALL DEMAND: CLEAR STRATEGY AND SAFEGUARDING PEOPLE

Finding ways to deal with 'loss' culturally, economically and politically	
Executing clear strategies to navigate the phase out dynamic in different sectors	
Other	

INNOVATION: SYSTEM DEMANDS	DO YOU RECOGNIZE THESE DEMANDS IN YOUR CITY? IF SO, HOW?
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EXPERIMENTATION
OVERALL DEMAND: CREATING SPACE

Empower (local) experiments and bottom-up initiatives: invest in successful niche building	<i>Local production of energy for ensuring energy stability and independence (both local authority, citizens and business) > Optimisation</i>
Allow for spaces and projects that challenge the status quo	<i>Recycling, reusing, reducing product consumption Create an image and concept that follow the road the city will take: for easier promotion and immersion in the society > chaos</i>
Other	

ACCELERATION
OVERALL DEMAND: JOINING FORCES AND PROOF OF CONCEPT

Invest in niche expansion and embedding	<i>Support active citizens groups and involve them in policy planning</i>
Form networks of support for initiatives and innovations for mutual learning and support	<i>Identify 'constructive' networks, initiatives and projects: enlarge, disseminate, collaborate</i>
Learn about different alternatives: what works, when, and how?	<i>Sustainable tourism in consideration of environmental protection (including biodiversity)</i>
Support experiments and bottom up initiatives to build their capacities (e.g. organisationally, administratively, financially)	
Support experiments and bottom up initiatives to replicate (e.g. in a different location or sector), to growing (e.g. gain new members), to partner (e.g. collaborate with local institutions and among each other), to have a more transformative impact	
Other	

EMERGENCE

INSTITUTIONALISATION
OVERALL DEMAND: EMBEDDING ALTERNATIVES

Implementation of legal and institutional changes	
Institutionalising the new regime by detailing the implications of the transition throughout institutions, law, policy, contracts, and processes	

Detailing the implications of the transition financial systems	
Detailing the implications of the transition throughout the change of infrastructures	
Adjusting accountability of new institutions and adjustments of the systems through checks and balances	
Other	

STABILISATION
OVERALL DEMAND: STABILISING NEW CONFIGURATION

Responding to discrepancies and unforeseen side-effects of institutionalising of the new configuration	
Checking how new societal structures affect social inequalities and protecting vulnerable societal groups	
Reflecting on how the new structures are transforming the regime or reproduce similar patterns and problems	
Other	

7.4 FOUR LEVELS OF GOVERNANCE TOOL - TEMPLATE

GOVERNANCE ACTIVITY	DEFINITIONS & EXAMPLES	WHICH STRATEGIC ACTIVITIES ARE ALREADY TAKING PLACE IN THE SYSTEM YOU DEFINED?
<p>Strategic</p>	<p>Focuses on the long term, and relates to structuring problems and envisioning new and different futures. This means all activities that relate to the “culture” of a societal (sub-) system: debates on norms and values, identity, ethics, sustainability, and functional and relative importance for society.</p> <p>Examples of activities:</p> <ul style="list-style-type: none"> • Support critical reflections on existing problems, their interconnections and causes of persistency; • Facilitate envisioning processes and development of visions on desired futures; • Organise strategic discussions related to e.g. formulating long-term (collective) goals; • Long-term planning; • Support actors to collectively discuss and define important norms, values, ethics and understandings of sustainability. 	
<p>Tactical</p>	<p>Relates to the dominant structures (regime) of a societal (sub-)system. This means activities that trigger established patterns and structures, such as rules and regulations, institutions, organizations and networks, infrastructures and routines. Tactical activities have a mid-term horizon and they are targeting the existing structures/ways things are organised and governed;</p>	

	<p>can have has a physical aspect (e.g. changing infrastructures) Examples of activities:</p> <ul style="list-style-type: none"> • (Co-)creating a roadmap; • Develop coalitions, networks or platforms bringing people together around a shared concern or goal; • Support actors to develop a transition agenda; • Create financial and institutional regulation 	
<p>Operational</p>	<p>Involves initiating experiments and actions, mobilising actors, developing projects and activities and giving impulse for action. Operational activities often have a shorter-term horizon and are usually driven by individual ambitions, entrepreneurial skills, or promising innovations. Short term, showing alternatives are already possible today. Examples of activities:</p> <ul style="list-style-type: none"> • Develop iconic or exemplary projects; • Create a policy space for experiments; • Support frontrunner initiatives to connect with each other and other societal actors; • Support actors (e.g. civil society), to set up pilot projects and activities and to develop organisational administrative, financial capacities. 	
<p>Reflexive</p>	<p>Relates to monitoring, assessment and evaluation of ongoing societal change processes (e.g. participatory or governance process), policies, activities and projects.</p>	

These activities include all processes of learning throughout the involvement of a specific process, project or activity. Examples of activities:

- Create learning programmes;
- Set up project evaluations
- Dedicated person organising internal learning
- Habit of evaluating, reflecting and learning from activities
- Organise meetings with colleagues to explicate and share insights and learnings

...

Four levels of governance - Analysis done by the transition team of the City of Brest

GOVERNANCE ACTIVITY	WHICH STRATEGIC ACTIVITIES ARE ALREADY TAKING PLACE IN THE SYSTEM YOU DEFINED?
<p>Strategic</p>	<p><i>Metropolitan level :</i></p> <ul style="list-style-type: none"> • <i>Our SECAP includes a 2050 strategy and objectives</i> • <i>Urban center of the metropolis : between 2018 and 2019, participatory process to define a 2040 shared vision for this area called “Coeur de Métropole”</i> • <i>We mostly know public initiatives from the Metropole but there may be others.</i> <p><i>Regional level : between 2018 and 2019, “Breizh COP”, a large consultation and engagement process to define Brittany’s transition strategy and objectives. Cross-sectoral (energy, economy, social, digital...). Initiated by the Regional council.</i></p> <p><i>National level : “Climate Citizen Convention” made of 150 citizens chosen randomly. Their goal is to propose regulatory measure to achieve 2030 objectives on GHG emissions reduction.</i></p>
<p>Tactical</p>	<p><i>On energy and climate issues, we have multi levels of governance, according to the scope of intervention of each authority:</i></p> <ul style="list-style-type: none"> • <i>Metropole council (SECAP, urban planning)</i> • <i>Regional council (Regional strategy for urban planning and sustainable development)</i> • <i>National government (National low carbon strategy + pluriannual energy program)</i> <p><i>New activities, co-creating: Urban renewal process: Inclusive and participatory approach to renew 3 urban districts. Urban planning authorities are designing a new urban policy with the inhabitants, associations, institutional partners, businesses...</i></p> <p><i>Coalitions/Networks: some networks (eg. citizen climate network, private club on Sust.development...) are existing and/or structuring but do they have an influence on the tactical level? Rather focused on operational activities.</i></p>

Operational

- *Since 2016 : structuring a citizen and association network about climate and transition (Climate Citizen Network, “Climate Clic” events ...).*
- *Since 2018: participatory budget in Brest. Citizens can propose ideas and vote for them. Selected ideas are financially supported by the city council (500 000 euros in 2019 for 9 projects, most of them relate to ecology).*
- *Since 2019: “Make a success of transitions in the economy”, a local call for projects opened to businesses, associations, institutionals, who present ideas on transitions (digital, ecological, societal)*
- *Support from the Metropole to association who are experimenting new solutions (eg. waste, agriculture...)*
- *Citizen initiative to invest in solar panels (“Ecoop”), now structured as a cooperative society*
- *Iconic place: “Les Capucins”, third place, installed in a renovated factory, connected to public transports (including an urban cable car), connected to a smart grid, solar panels on the roof and the urban heating system. The place is frequently used for public events, such as the “Climate Clic” events. (...)*

Reflexive

- *Internal evaluation of the SECAP within the project core team + annual evaluation of the action plan*
- *Many awards and norms include an evaluation process (Cit'ergie, equivalent of European Energy Award ; award for our Urban Heating Network ; ISO 50001)*
- *Sustainable days for the Metropole staff.*
- *No dedicated staff or program to organise internal learning about our SECAP*



TOMORROW

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The Workbook for Urban Transition Makers describes key transition tools to analyse the transition dynamics and the actors in a specific system. It was developed in the framework of the project “TOMORROW”, which aims to empower local authorities to lead the transition towards low-carbon, resilient and more liveable cities, by engaging citizens and stakeholders in the development of 2050 transition roadmaps. This workbook will support those who are interested in facilitating social processes underlying sustainability transitions.

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