

THE FOUR LEVELS OF GOVERNANCE CANVAS

LEVEL OF GOVERNANCE ACTIVITY

WHICH GOVERNANCE ACTIVITIES ARE ALREADY TAKING PLACE IN THE SYSTEM YOU DEFINED?

Strategic

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 as transformative change and what type of change is desirable.

Tactical

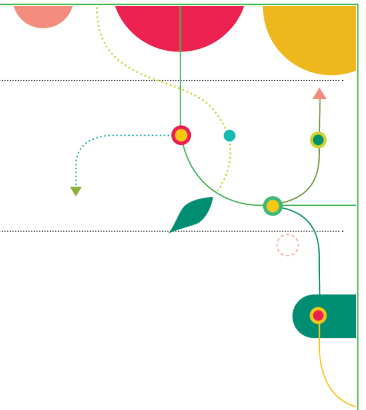
Tactical activities have a mid-term horizon and are related to building a movement of alternative networks, experiments and practices. The aim is to create a stimulating and cultivating context for people who are working on alternative ways of doing, thinking and organizing.

Operational

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.

Reflexive

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.



FOUR LEVELS OF GOVERNANCE TOOL

LEVEL OF GOVERNANCE ACTIVITY	DEFINITION AND 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; ◦ Develop 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.</p> <p>Tactical activities have a mid-term horizon, and they are targeting the existing structures/ways things are organised and governed; can have has a physical aspect (e.g. changing infrastructures)</p> <p>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. 	

FOUR LEVELS OF GOVERNANCE TOOL - CONTINUED

LEVEL OF GOVERNANCE ACTIVITY	DEFINITION AND EXAMPLES	WHICH GOVERNANCE ACTIVITIES ARE ALREADY TAKING PLACE IN THE SYSTEM YOU DEFINED?
<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.</p> <p>Short term, showing alternatives are already possible today.</p> <p>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. These activities include all processes of learning throughout the involvement of a specific process, project or activity.</p> <p>Examples of activities:</p> <ul style="list-style-type: none"> ◦ Create learning programmes; ◦ Set up project evaluations ◦ Include a dedicated person organising internal learning ◦ Encourage the habit of evaluating, reflecting and learning from activities ◦ Organise meetings with colleagues to explicate and share insights and learnings ◦ ... 	