

Step 4 - Identify leverage points and develop recommendations

Outcomes/findings of this step:

- A discussion (10 pages) of the drivers and obstacles in the transition from the existing to the imagined system. This should include levers of change.
- Recommendations along the four axes (10 pages). The discussion on the fourth axis should include a brief outline of a proposal for a policy experiment, co-defined with the authorities.

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a. What are the key drivers and obstacles, in general (and if possible for each group of actors) in bringing about the transition?

b. What can be learnt from past experience whole-of-government mobilisation in the territory and/or its national context and what international experience can be useful?

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Box 1 – Possible questions to ask during interviews with public officials

1. What is the experience so far with attempts to coordinate policies across portfolios? Have strategies been helpful in advancing similar policy agendas in the past?
2. How do current coordination mechanisms work and what room is there for improving them without changing existing administrative boundaries?
3. Is there a "natural" state actor (e.g. a ministry/agency or even the Prime Minister's or President's office) with a strong political mandate and influence across government that could champion the transition vision? What kind of alternative configurations might help? What room is there for redesign of administrative boundaries and hierarchies?
4. What is the role of intrinsic motivation and of incentives within the public administration? Are public officials rewarded for experimenting and for collaborating?
5. What is the balance between formal committees and informal networks of officials? Do meta-organisations play a role?
6. How common are informal networks of officials across portfolios? Are they considered a "good" thing? Do they form quickly in response to emerging demands and cross-cutting concerns (e.g. a "crisis")? What are the obstacles in their formation?
7. Are there "pockets" within extended government with a more responsive or adaptive organisational culture? What can be learnt from them?

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b. What role can monitoring and evaluation play in the governance of the transition?

c. How can whole-of-government coordination and mobilisation be fostered to realise the vision of the transition in view of territorial constraints and opportunities?

d. What stakeholders can form the core of an evolving and growing support coalition for the transitions? How to animate, empower and protect such coalitions?

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- d. What stakeholders can form the core of an evolving and growing support coalition for the transitions? How to animate, empower and protect such coalitions?*

Table 3 - A potential advocacy group

Person	Institution	Area/domain of expertise	Influence on the affected community

Source: Tatiana Fernandez, [Generalitat de Catalunya](#)

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e. What are the reasons for delaying the transition? What constituencies might form an opposition and what parts of them are likely to succeed?

f. What kinds of reforms policies and specific instruments appear appropriate in advancing the vision of the transition developed in Step 3? How can the S3 strategy be enriched to contribute to the vision?

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g. What could be appropriate policy experiments in view of the vision at hand and the territory's binding constraints (including resources)? How could it be financed?

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f. What kinds of reforms policies and specific instruments appear appropriate in advancing the vision of the transition developed in Step 3? How can the S3 strategy be enriched to contribute to the vision?

Experiments – some desirable characteristics

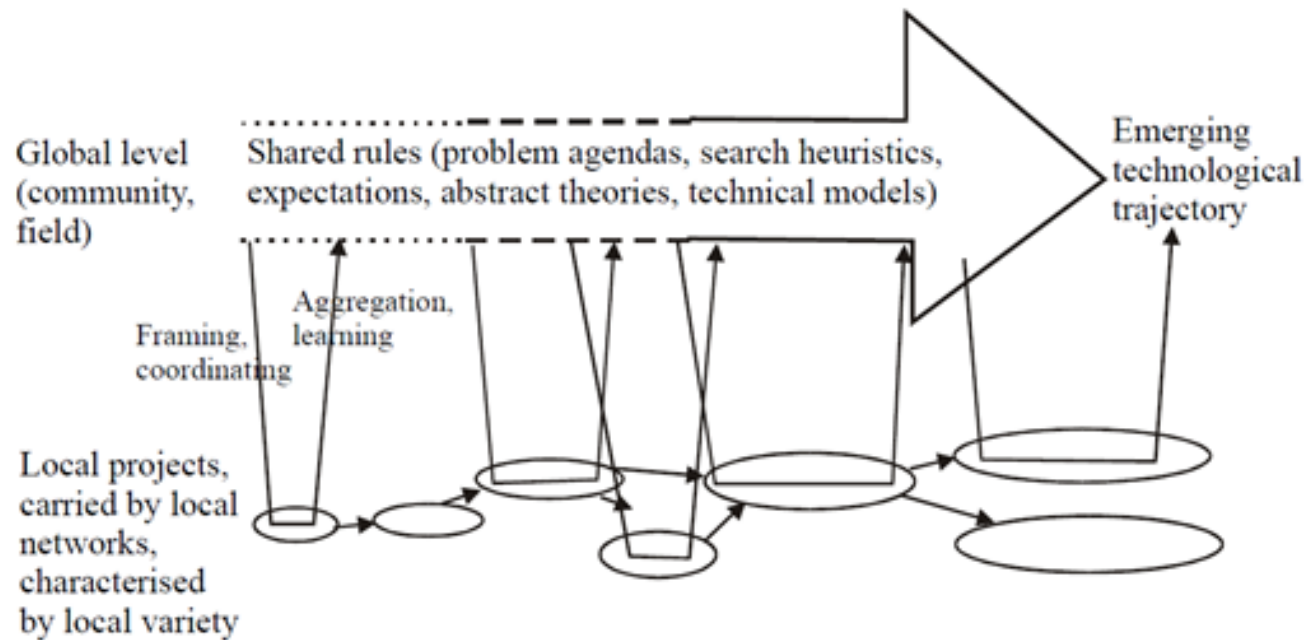
- Low-cost and designed in such a way that produces clear signals of its success or failure quickly.
- It should be scalable and replicable, so that if successful it can be supported quickly.
- Targeted in a lever of change that is near a tipping point (e.g. in the diffusion of a key technology) and where even small interventions stand to make a big difference.
- Ambitious in trying out solutions that promise large gains and therefore risky.
- Requiring a solution which the market is unlikely to provide at short notice, but which may become a viable business model.

Experiments – some desirable characteristics

- Reinforce the legitimacy of the transition (e.g. by strengthening support coalitions, or helping raise awareness about the benefits of specific solutions).
- Include elements of both technological and organisational or social innovation that upset existing behavioural patterns, and address imbalances in systemic power (e.g. by democratising energy production).
- Foster virtuous cycles between emerging and declining sectors and technologies. E.g. by re-skilling workers in sunset industries or by helping incumbent firms diversify into new markets within the transition regime.

Participatory & iterative experiments as a form of governance

Figure 4. Innovation trajectory emerging from the co-evolution of projects, frames, coordination and learning



Source: Geels and Raven 2006: 739 (cited in OECD, 2015)

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