

# Transitional Outcomes... in a nutshell

## PRODUCTION OF EFFECTS OF LOCAL INTERSECTORAL ACTION

In generating chains of critical events, local intersectoral networks transform living environments. These events correspond to 12 generic TRANSITIONAL OUTCOMES which interlink in unique change processes. TRANSITIONAL OUTCOMES fall into three functions of networks in producing change.

### NETWORK SETUP AND GOVERNANCE

*Internal to the networks*

#### TO 1 Network Construction

Continuous linking of heterogeneous social actors and nonhuman entities (knowledge, reports, policies, technologies, funding), and putting them into motion in collective projects.

#### TO 2 Adoption of Network Governance Structures and Rules

Adoption of methods for collective functioning within a network to regulate participation, decision-making and coordination of activities.

#### TO 3 Handling of Controversies

Identification and elaboration of solutions when facing controversies that prevent actors from cooperating and action from progressing.

### SELF-REPRESENTING AND INFLUENCING OTHERS

*Openness, seeking support and external recognition*

#### TO 4 Production of Intermediaries

Expression of convergent ideas and positions into a network (priorities, projects, solutions) in material forms (plans, reports, briefs).

#### TO 5 Placement of Intermediaries

Introduction of intermediaries into other networks, to decision-makers, to media, or into other intermediaries (e.g., briefs).

#### TO 6 Activation of Intermediaries

Promotion and use of intermediaries by actors and networks of interest.

#### TO 7 Representation by Spokespersons

Action/statements (meeting, letter, manifestation) to communicate positions, generate interest, or influence the position and commitment of other strategic actors or networks.

#### TO 8 Strengthening of Spokespersons and Intermediaries

Reinforcement of the legitimacy and credibility of spokespersons and the intermediaries they carry, making them better recognized by the populations and groups on whose behalf they speak and taken into greater consideration by strategic actors.

### ALIGNING NECESSARY ACTORS AND RESOURCES

*Non-/Disengagement of actors and resources needed to achieve the networks goal*

#### TO 9 + Alignment of Interests-Movements of Actors

Convergence of positions, commitment of actors to new roles, transformations in power relations that promote the continuation of collective action and its coordination.

#### TO 9 - Misalignment of Interests

Emergence of divergent interests, change in the position of strategic actors who have interests that are contrary to a project's progress and that hinder the implementation of actions.

#### TO 10 + Resource Acquisition

Access to the resources (funding, manpower, expertise, technical support) needed to operate the network and achieve its goals.

#### TO 10 - Loss or Failure to Obtain Resources

Loss of financial, human or material resources or failure to obtain these resources.

#### TO 11 + Expansion and Strengthening of Networks and their Projects

Maintaining mobilization, recruiting new actors, adding of nonhuman entities, strengthening relationships and skills within a network or between networks. Strengthening or expansion of the projects carried by these networks.

#### TO 11 - Weakening and Reduction of Networks and Their Projects

Withdrawal of strategic actors, loss of resources, dissidence of a critical mass of actors that weaken networks and their project so that they struggle to make action progress.

#### TO 12 + Commitment of Decision-Makers in Achieving Change

Commitment of actors holding the decision and action levers essential to the realization of the projects (e.g., licensing, land ownership).

#### TO 12 - Non-/Disengagement of Decision-Makers that Hinders Achieving Change

Non-engagement or disengagement of actors holding the decision and action levers essential to the realization of the projects.



### FOR MORE INFORMATION

Consult the leaflet *Spotlight on research at CReSP: "How do Neighbourhood Tables in Montreal take action to transform living environments?"*

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