Climate and health public engagement

Leadership program

Topic area: Systems Thinking

Session title: Module 2 – Intro to Systems Change

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Funded by

Dalberg

wellcome

Recap

How deeply systemic

Focus on inputs and activities ("the parts")

Focus on relationships (among "the parts")

Focus on systems and sustainability ("the whole")

Tackling problems in the current paradigm
(the system "as is")

Addressing part of a problem by directly plugging a specific gap

Centering on a common barrier to addressing multiple problems

Strengthening systems capacity to anticipate and respond to future problems

Recap

Our focus last time

Systems Thinking

Systems Change

Our focus TODAY

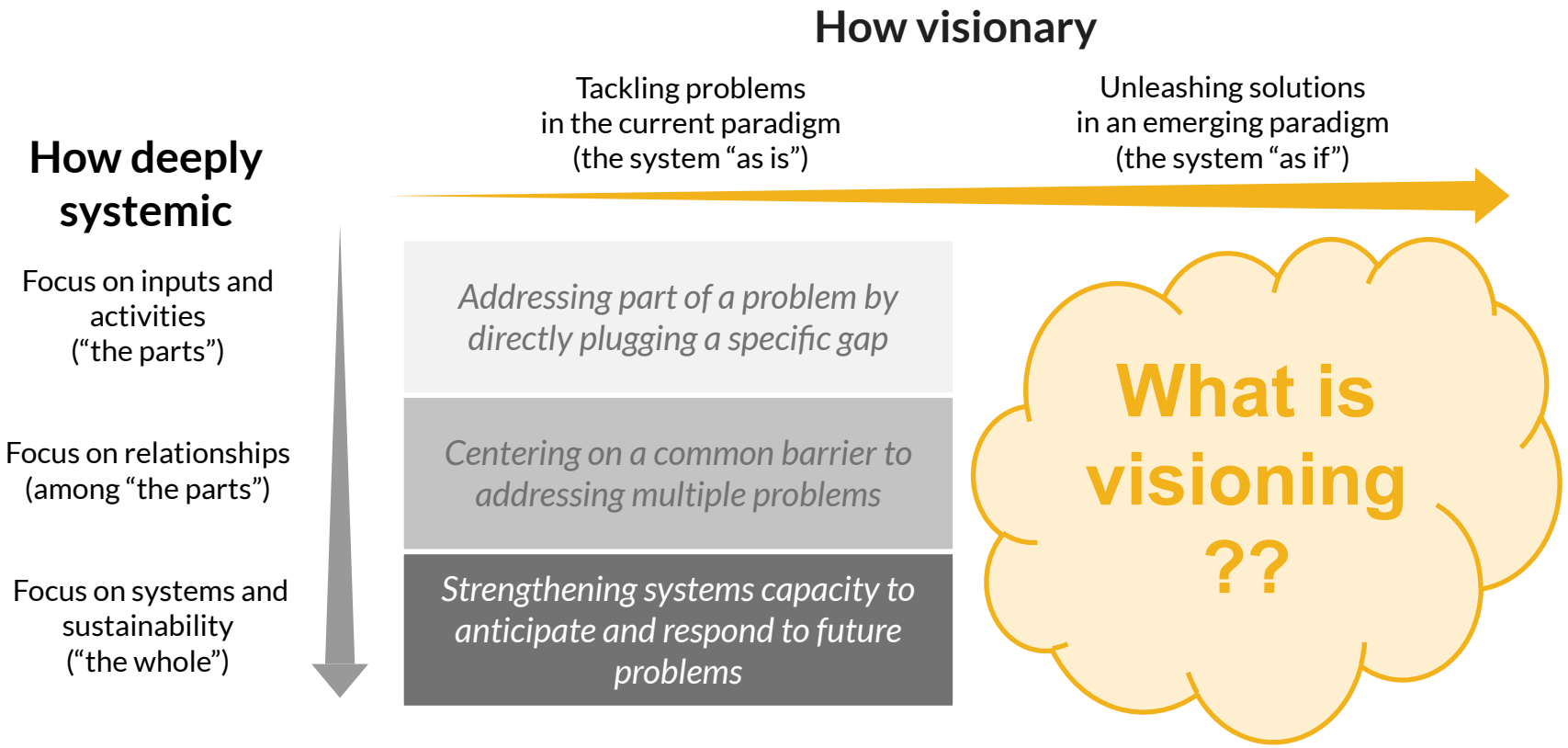
Agenda

01	Vision	*(15 min)*	“the Why”
02	Moment	*(15 min)*	“the When”
03	Field	*(10 min)*	“the Who”
04	Strategy	*(15 min)*	“the How”
05	Results	*(10 min)*	“the What”

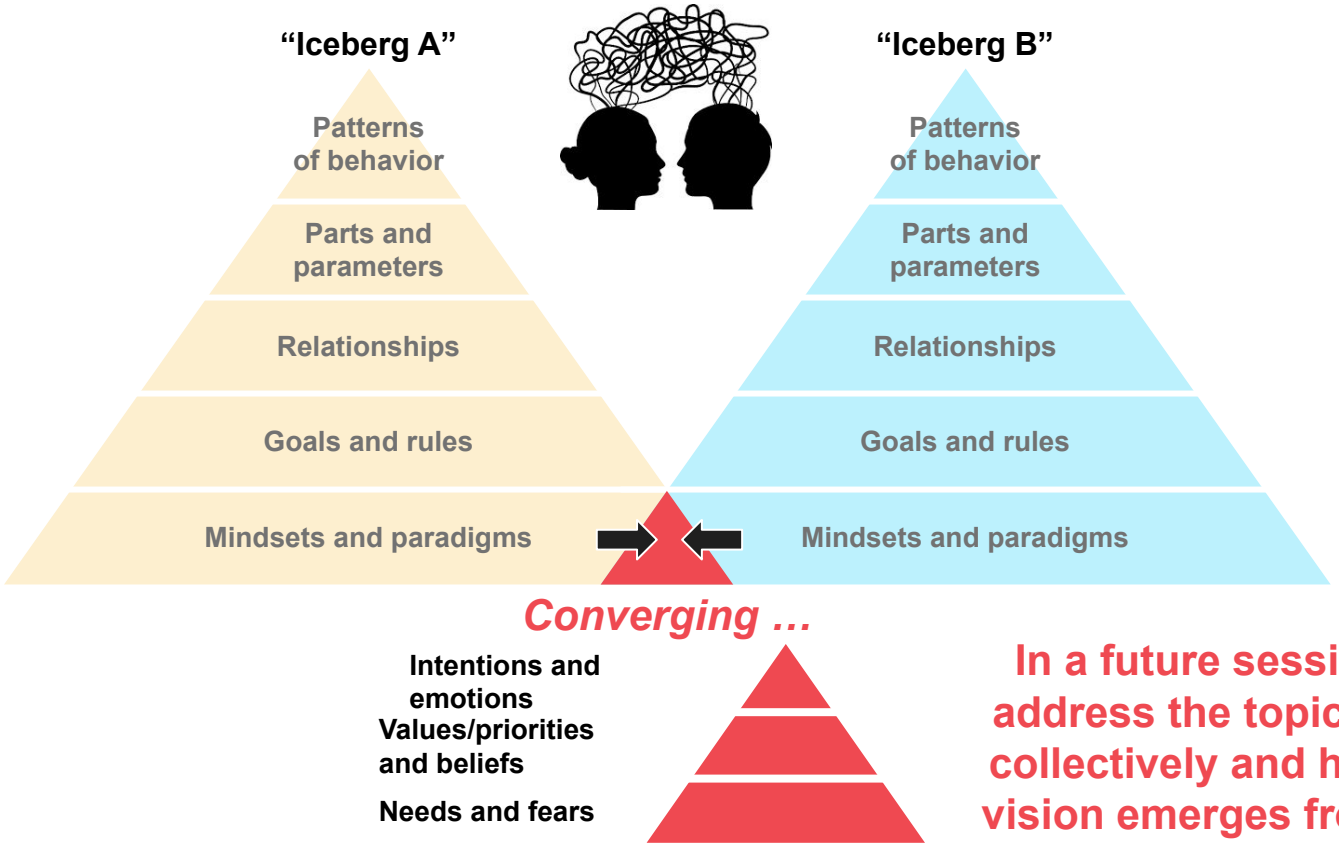

We will look at each of these topics *from a systems perspective*

01 **Vision**

Systemic work does not necessarily lead to visionary change



Visioning is a convergence of people, perspectives and purpose

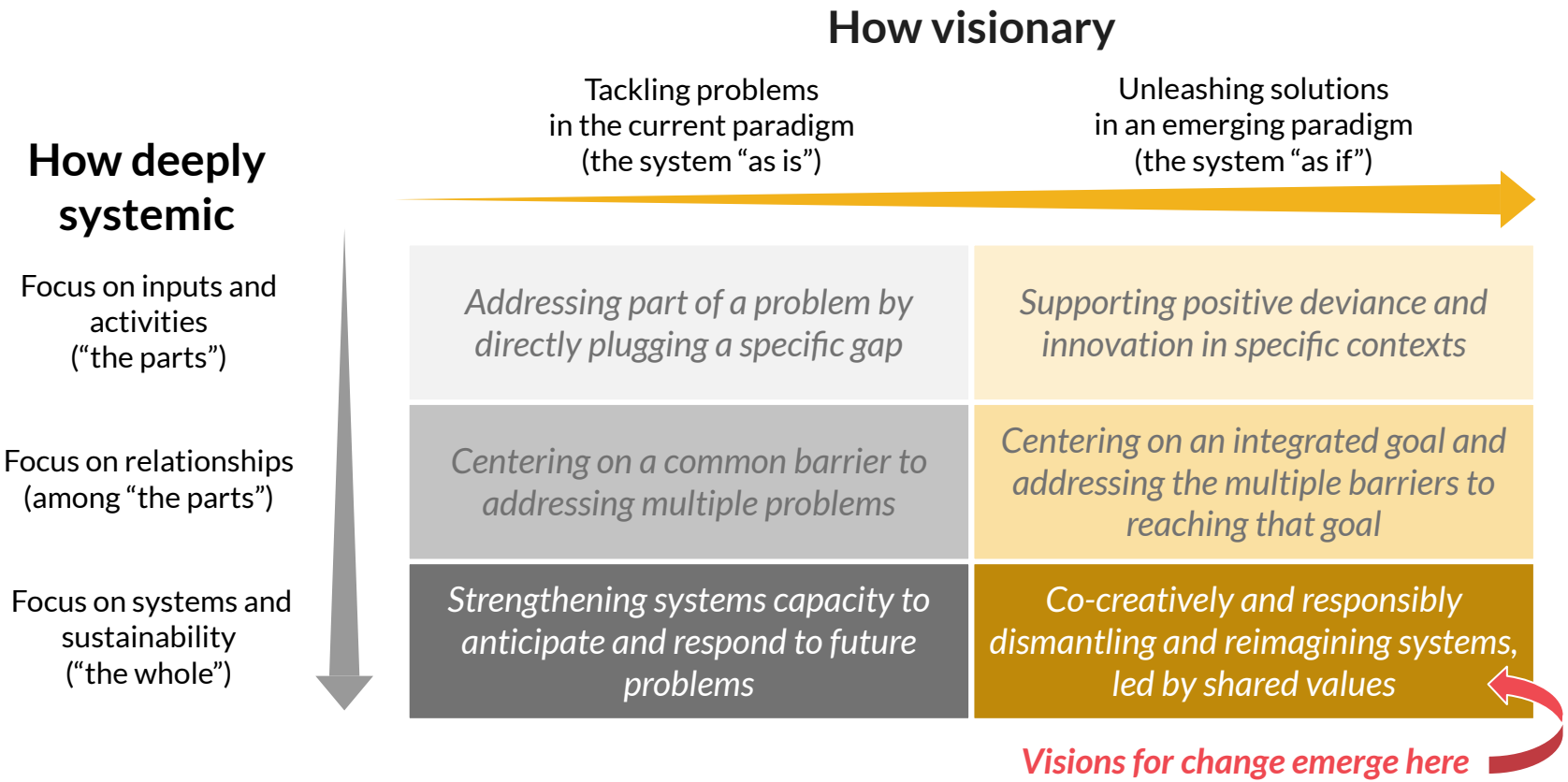


In a future session, we will address the topic of thinking collectively and how ashared vision emerges from dialogue

What should visioning *accomplish*?

- **Alignment on “how we want to be”**
- **Genuine co-creation from the start**
- **Atmosphere of real possibilities**
- **Readiness to set a collective goal**

Systems change = *systemic, visionary change*



02 **Moment**

People are not always open to systemic, visionary change

Low levels of "dis-confirmatory information" tend to be ignored

- When a small fraction of information we receive dis-confirms our prior beliefs (e.g., when <10% of news paints our preferred political candidate in a negative light)…
- …we become alert…
- …but we still err on the side of prior beliefs.

Slightly higher levels can cause anger, and reinforce prior beliefs

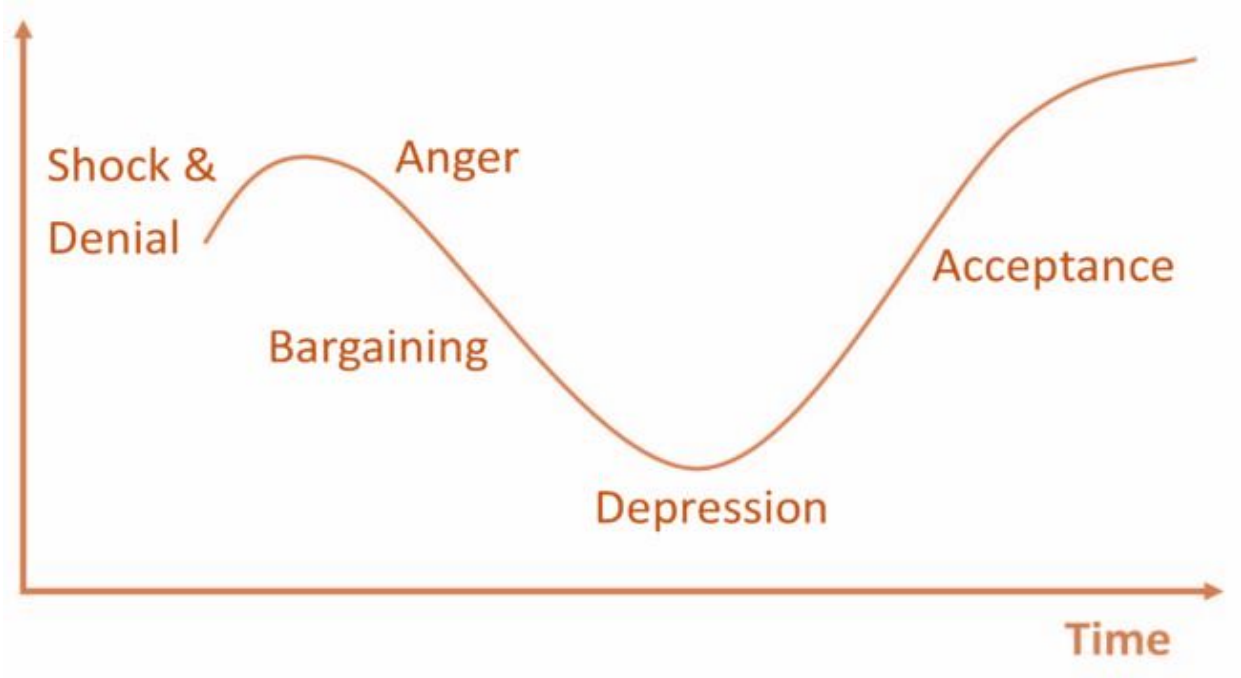
- A larger fraction starts to trigger an "I might be wrong" feeling of cognitive dissonance (e.g., when ~14% is dis-confirmatory)…
- …leads most people to still see what we expected to see…
- …and we tend to counterargue, we may become more emotional, and we develop a stronger version of our worldview.

(Caveat: The sample of data informing these insights was US-centric.)

Source: "How Minds Change: The Surprising Science of Belief, Opinion, and Persuasion" by David McRaney (2022)

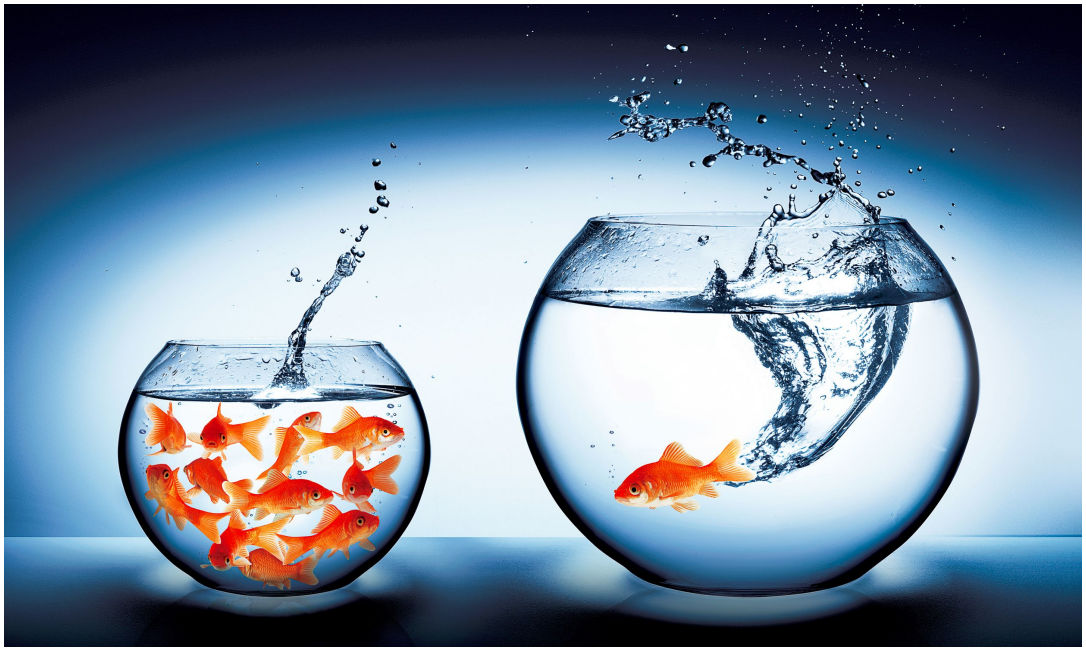
In crisis, we are radically open to letting go of prior beliefs, but refreshing beliefs is a process that takes time

For example: Five Stages of Grieving



Source: research study by psychologists Richard Tedeschi and Lawrence Calhoun referenced in “How Minds Change” by David McRaney (2022); “On Grief and Grieving: Finding the Meaning of Grief Through Five Stages of Loss” by Elisabeth Kübler-Ross (2014)

When dis-confirmatory information reaches ~30% of total (est.*), we reach a tipping point where we tend to change our minds



Emergence of a new conceptual category or definition is one of the clearest signs that people's minds are changing on a large scale, and that behavioral change is likely.

Examples:

- "Designated driver"
- Dignity as a human right
- …
- Planetary health?

A new paradigm's conceptual categories and definitions serve to normalize the "positive deviance" (anomalies) of an old paradigm.

Source: "How Minds Change: The Surprising Science of Belief, Opinion, and Persuasion" by David McRaney (2022)
Note: (*) The sample of data informing these insights was US-centric

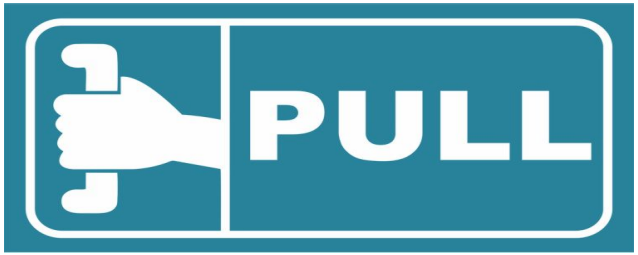
What are *signs of readiness* for systemic, visionary change?

Momentum builders

- ❑ Emerging evidence of need, impact, scale
- ❑ Good narrative, and effective storytelling and broadcasting
- ❑ Burgeoning field of key partners who are capable and engaged
- ❑ An interim "owner" (e.g., orchestrator)
- ❑ Agility to quickly decide and/or pivot (e.g., selection of initial participants)

Windows of opportunity

- ❑ Convergence of trends / burning platform (e.g., crises)
- ❑ Prospect of harnessing upcoming or recent galvanizing event
- ❑ Confidence in securing at least one—and ideally multiple—anchor funder(s)
- ❑ Near-term potential for demonstration and/or word-of-mouth effects



03 **Field**

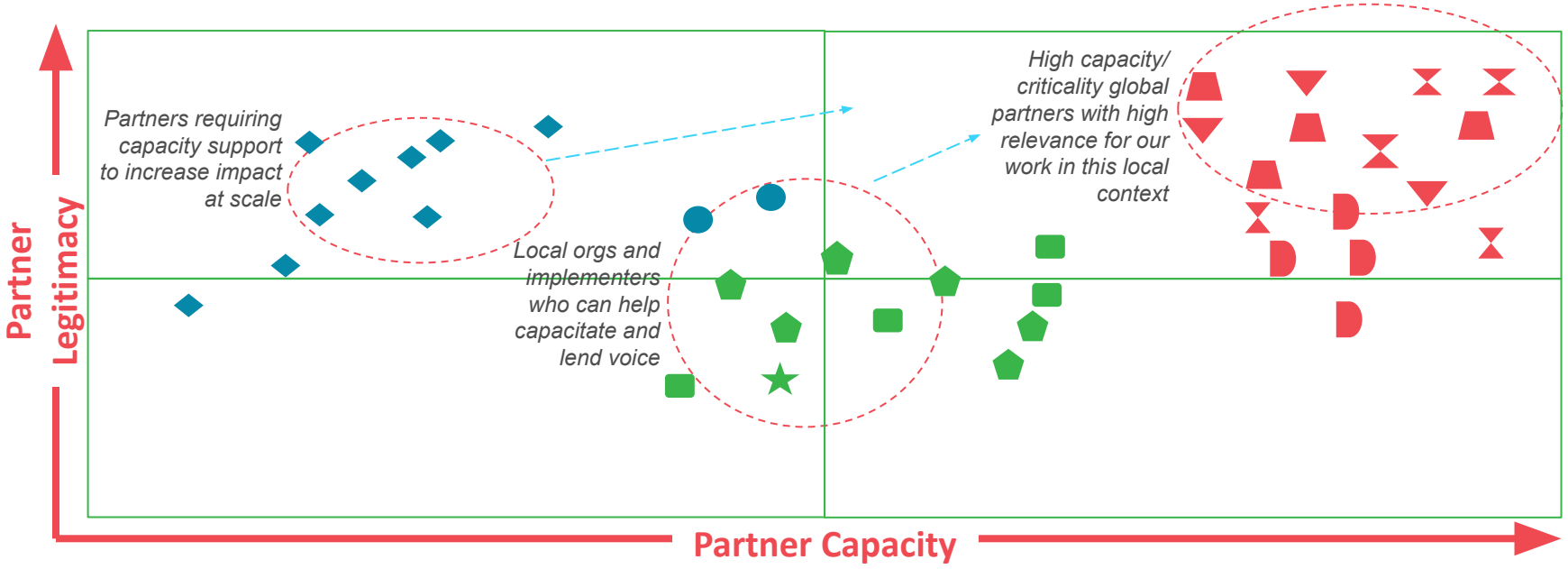
Three useful questions for characterizing a field of partners

1. Who has **capacity** to do what is needed?

2. What **legitimacy** do they have in local context?

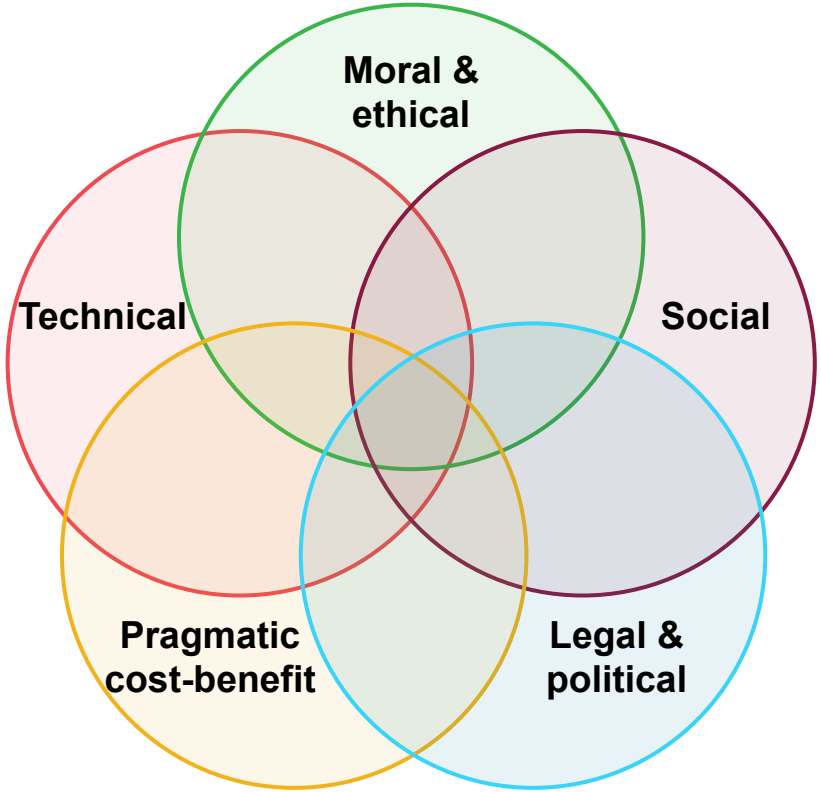
3. How **aligned** is everyone around the emerging purpose?

Every field has a unique set of *capacity*- and *legitimacy-partners*



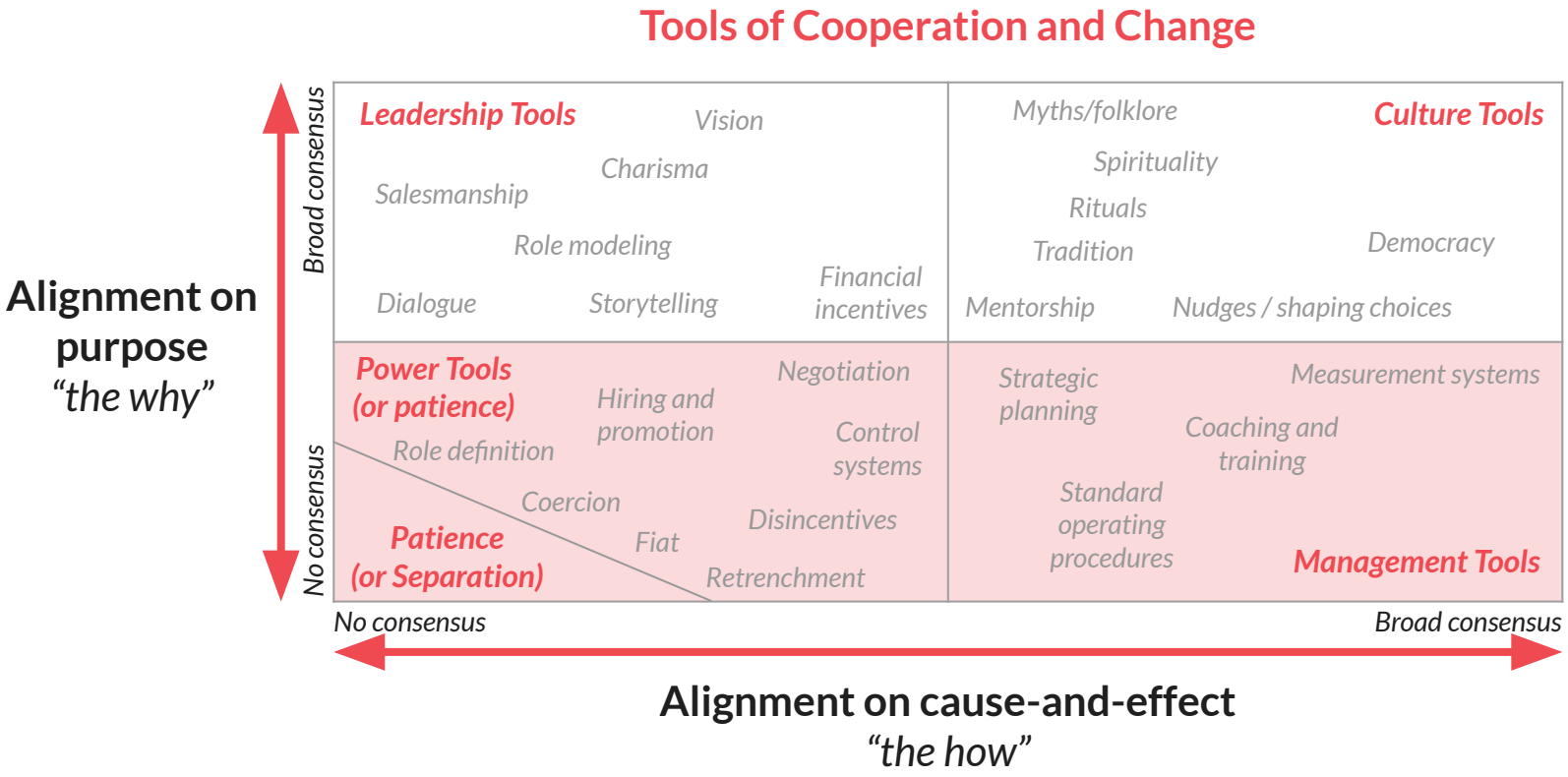
Local Legitimacy Partners	Local Capacity Partners	Global Legitimacy, Capacity and Co-investment Partners
Inter-gov. organizations	Implementing partners & knowledge-based orgs.	Bilateral donors
Influencers and networks of influencers	Leadership dev. & professional networks	Technical partnerships and alliances
	Technical partnerships and alliances	Implementing partners

Assessing *legitimacy* requires looking across multiple dimensions



- ***Drivers of a partner's legitimacy vary from context to context***
- ***In addition to specific drivers, some partners may offer "cognitive legitimacy"*** *(extent to which their brand is generally trusted or taken for granted)*
- ***When a field lacks any major legitimacy partner, it may be a sign of need for something new***

Alignment can point to relevant tools for cooperation & change



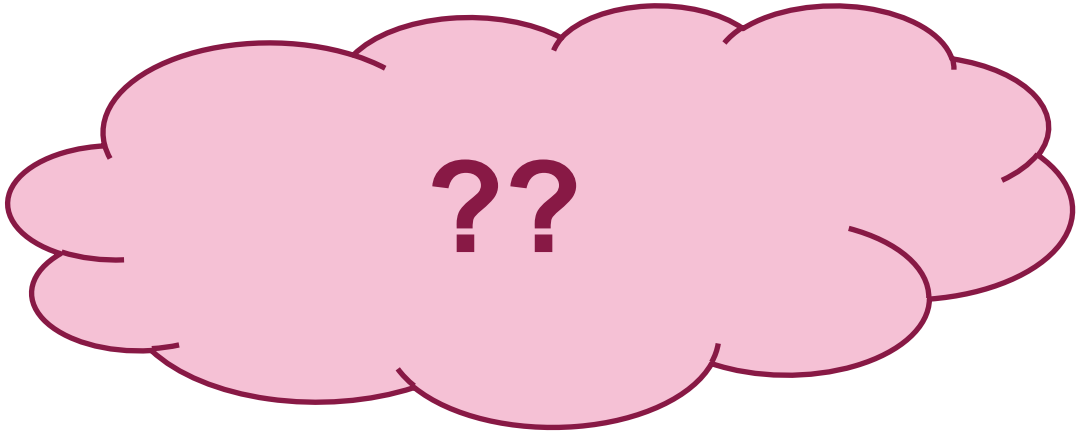
Source: adapted from "The Tools of Cooperation and Change" by Clayton M. Christensen, Matt Marx and Howard H. Stevenson, published in *Harvard Business Review* (2006)
Note: (*) Patience – e.g., research – may be required when there is no sufficiently legitimate means of exercising tools of power to directly influence cooperation and change

04 **Strategy**

Say we have emerging consensus on "the why" … *now what?*

Impact

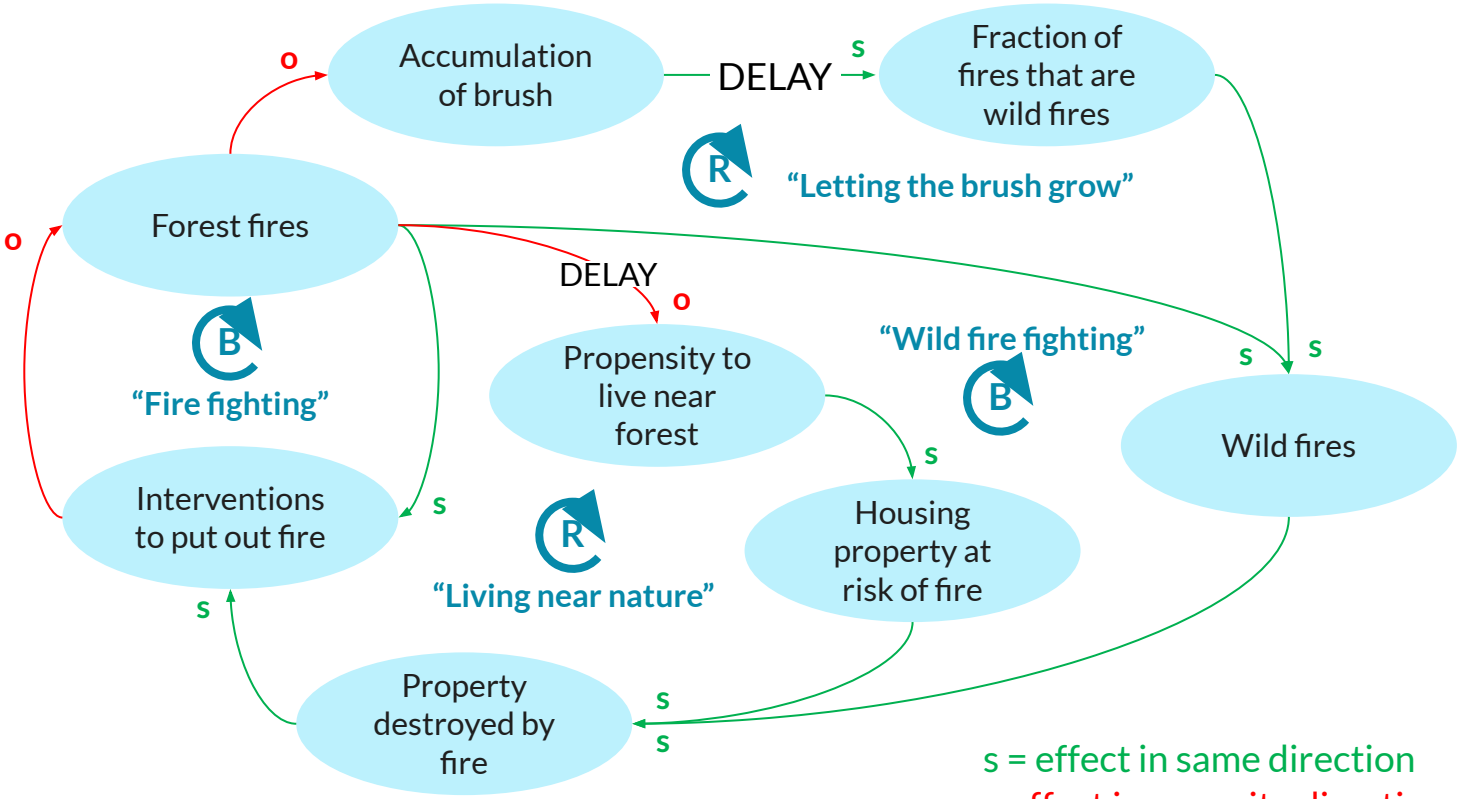
Overall **objectives** and intended long-term results in terms of **benefits generated for people and planet**



Catalytic inputs

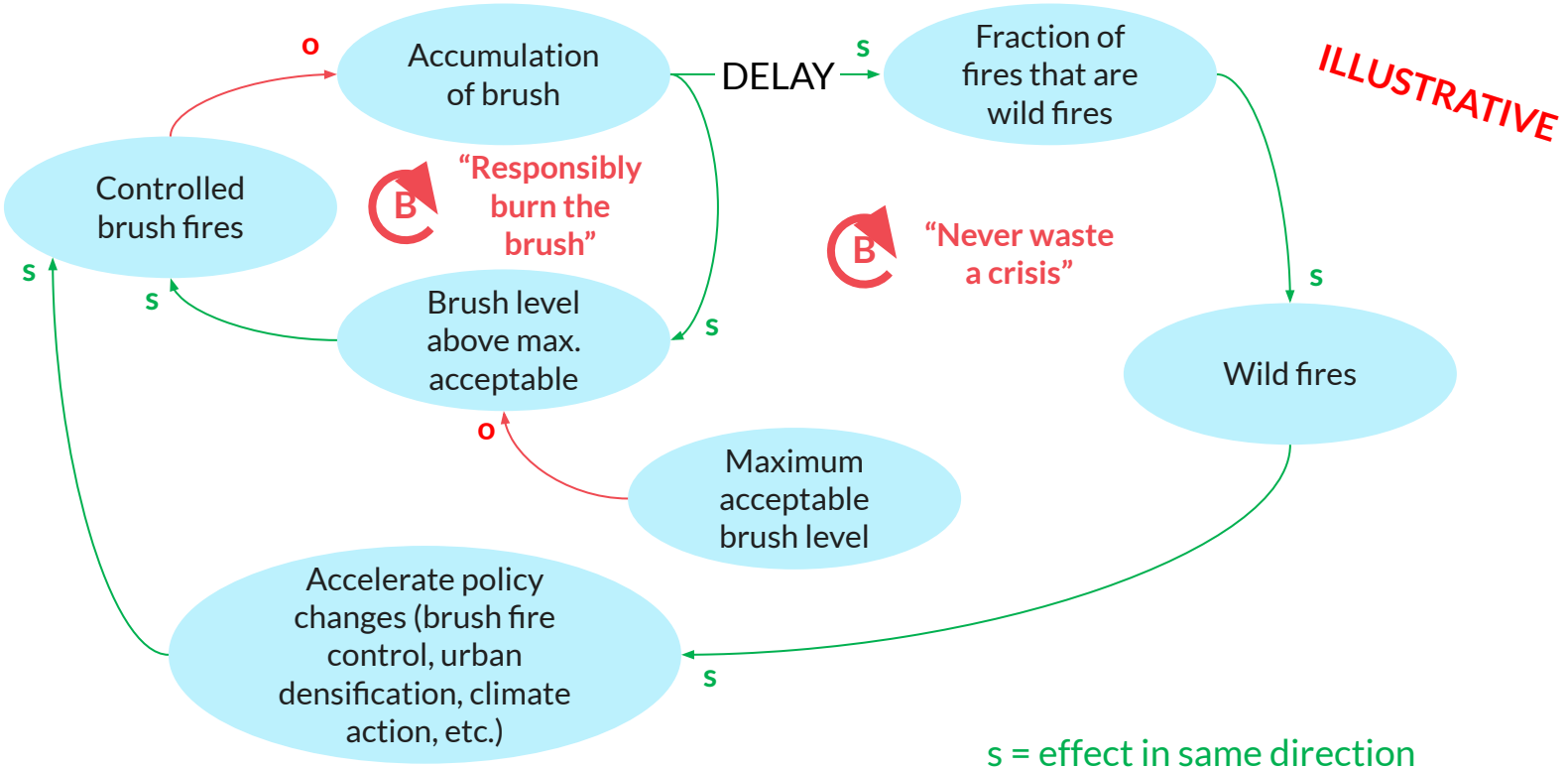
Activities that engage and unite actors across the field, align on shared vision/values for change, and coalesce plans around pivotal shifts that make it possible to reach and sustain impact at scale

What does a system look like if it's healthy and self-correcting?



Note: R = reinforcing feedback loop, B = balancing feedback loop

What's a healthy, self-correcting system for reducing wild fires?



Note: R = reinforcing feedback loop, B = balancing feedback loop

Theories of systems change have a common causal logic

Impact

Overall **objectives** and intended long-term results in terms of **benefits generated for people and planet**

Scaling

Self-reinforcing/correcting cycle in which ecosystem actors continue to re-invest in scaling and sustaining the intended impact, driven by **co-benefits** of their collective efforts

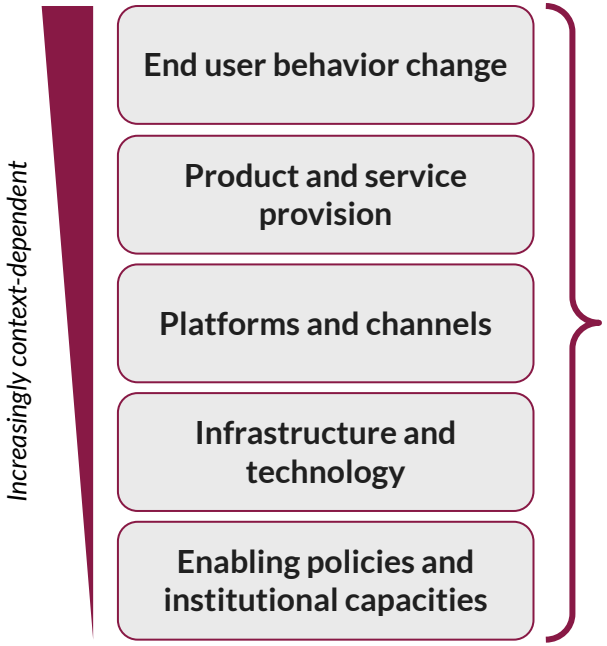
*At a high-level, the aim is to **cultivate a cycle** whereby **system behaviors** to **generate co-benefits** that **motivate investments** to further drive those behaviors, which generate further co-benefits, etc.*

Catalytic inputs

Activities that engage and unite actors across the field, align on shared vision/values for change, and coalesce plans around pivotal shifts that make it possible to reach and sustain impact at scale

Designing for at scale starts with imagining what a coherent "stack ecosystem" of actors looks like, when it's working at scale

Development stack ecosystem



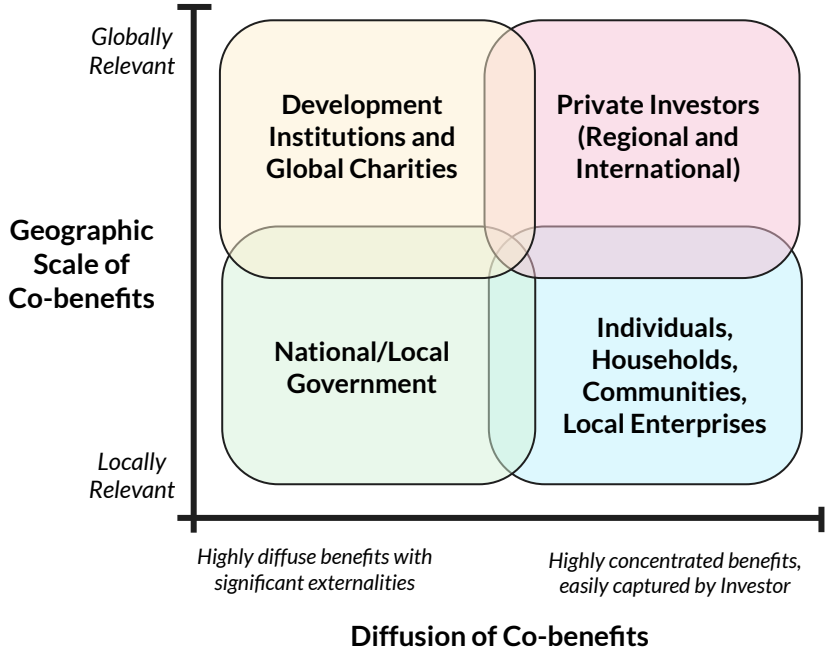
Designing for scale – what we're looking for

- *Ultimately, **a complete functioning "stack"**, operating at scale, and resolving a societal and/or planetary challenge*
- *Gaps in the stack that, once addressed, offer **significant co-benefits / widespread utility** ("hourglass architecture")*
- ***Some existing capacities** that can be strengthened or re-purposed and that are not difficult to maintain (if possible, not essential)*

Source: adapted from Nandan Nilekani

An important part of planning for scale is mapping who could co-benefit and how could they contribute

Who could co-benefit (and how)?



How could they contribute to scaling?

EXECUTION

- Make day-to-day decisions and deliver activities
- Recruit and motivate others to complete activities
- Act as first-responder to unforeseen needs

INPUTS

- Provide financing for upfront costs, working capital
- Acquire and fund human resources for support
- Make in-kind contributions of materials or services

INFLUENCE

- Promote through advertising or word-of-mouth
- Engage and empower additional stakeholders
- Build multi-stakeholder coalitions

INNOVATION

- Bring diverse perspectives and discover issues and ideas
- Refresh direction and strategies
- Invent and pioneer alternative approaches

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Self-reinforcing/correcting cycle in which ecosystem actors continue to re-invest in scaling and sustaining the intended impact, driven by **co-benefits** of their collective efforts

Enablers

Inter-dependent and deeply systemic factors that enable or disable success, which can be described in terms of the **critical conditions that make it possible to scale and sustain impact**

Catalytic inputs

Activities that engage and unite actors across the field, align on shared vision/values for change, and coalesce plans around pivotal shifts that make it possible to reach and sustain impact at scale

For example: Commercial adoption and government adoption are two end-states involving different enabling conditions

Conditions for government adoption: Four key elements for analyzing political economy

Structural factors	Underlying factors that shape the state and political system, such as territorial integrity, history of state formation, revenue base, socioeconomic structures, geography, and geostrategic position.
Rules and norms	Mandates, structures, procedures as well as informal ways of working based on historical practice, relationships, and power dynamics.
Stakeholders and interests	Individuals, networks, or constituencies who may participate in decision-making processes—as well as those who are excluded—who may influence and hold power over adoption and implementation.
Ideas and narratives	Framing of the problem and the set of solutions that are deemed plausible or desirable as a function of prevalent ideologies, cultural values, or histories, which influence their ability to gain support.

Conditions for commercial adoption: "Five As" for analyzing market characteristics

Affordability	Extent to which the price point maximizes efficiency between payers and suppliers to support desired outcomes.
Availability	Capacity and stability of supply to meet demand; and consistency of local access at points of product or service delivery.
Assured quality	Level of evidence that a product or service is consistently efficacious and safe.
Appropriate design	Degree to which possibilities of technology maximize cultural acceptability, choice, and ease of use.
Awareness	Extent to which end users, value chain actors and key influencers can make informed choices about a service or product and its costs, benefits and risks.

Source: "A Guide to Assessing the Political Economy of Domestic Climate Change Governance" published online by WRI (2021); "Market Shaping: A Primer" published online by USAID (2014)

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Scaling

Self-reinforcing/correcting cycle in which ecosystem actors continue to re-invest in scaling and sustaining the intended impact, driven by **co-benefits** of their collective efforts

Enablers

Inter-dependent and deeply systemic factors that enable or disable success, which can be described in terms of the **critical results that make it easier to achieve other results**

Systems work

Pivotal and collaborative approaches to shift the enabling conditions for change, often involving a neutral broker or facilitator of change such as a systems orchestrator

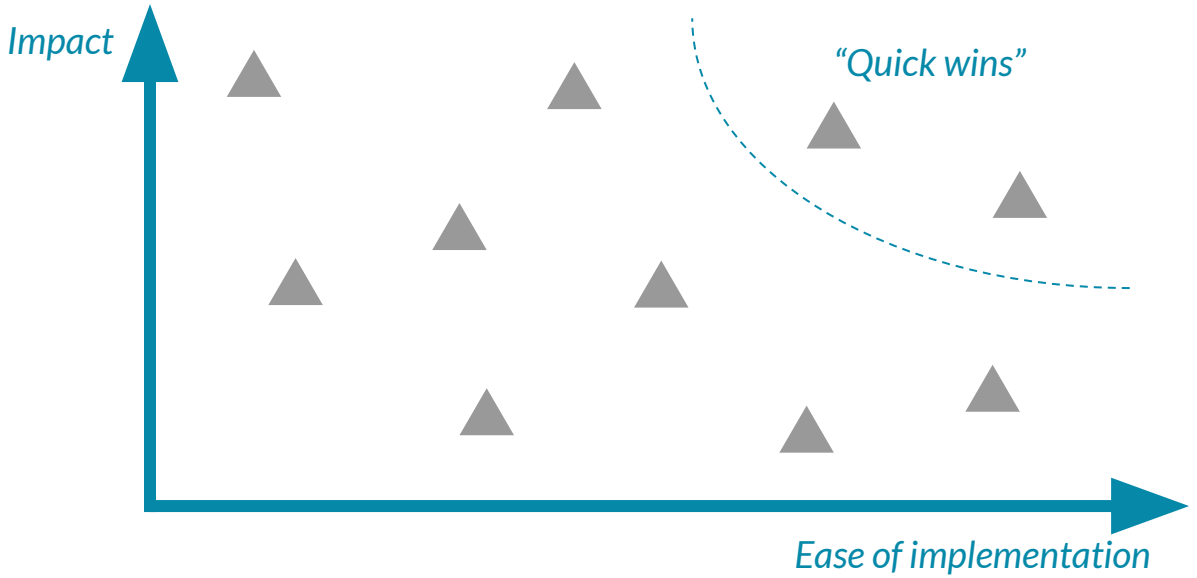
Catalytic inputs

Activities that engage and unite actors across the field, align on shared vision/values for change, and coalesce plans around pivotal shifts that make it possible to reach and sustain impact at scale

05 **Results**

What are we missing, when we prioritize “quick wins”?

Common method for prioritizing what to do



How can we identify *small successes*? (vs. "quick wins")

As a collective, name the conditions (enablers) under which we will reach and sustain impact at scale

With respect to each condition, identify results (systems work) contributing to that condition

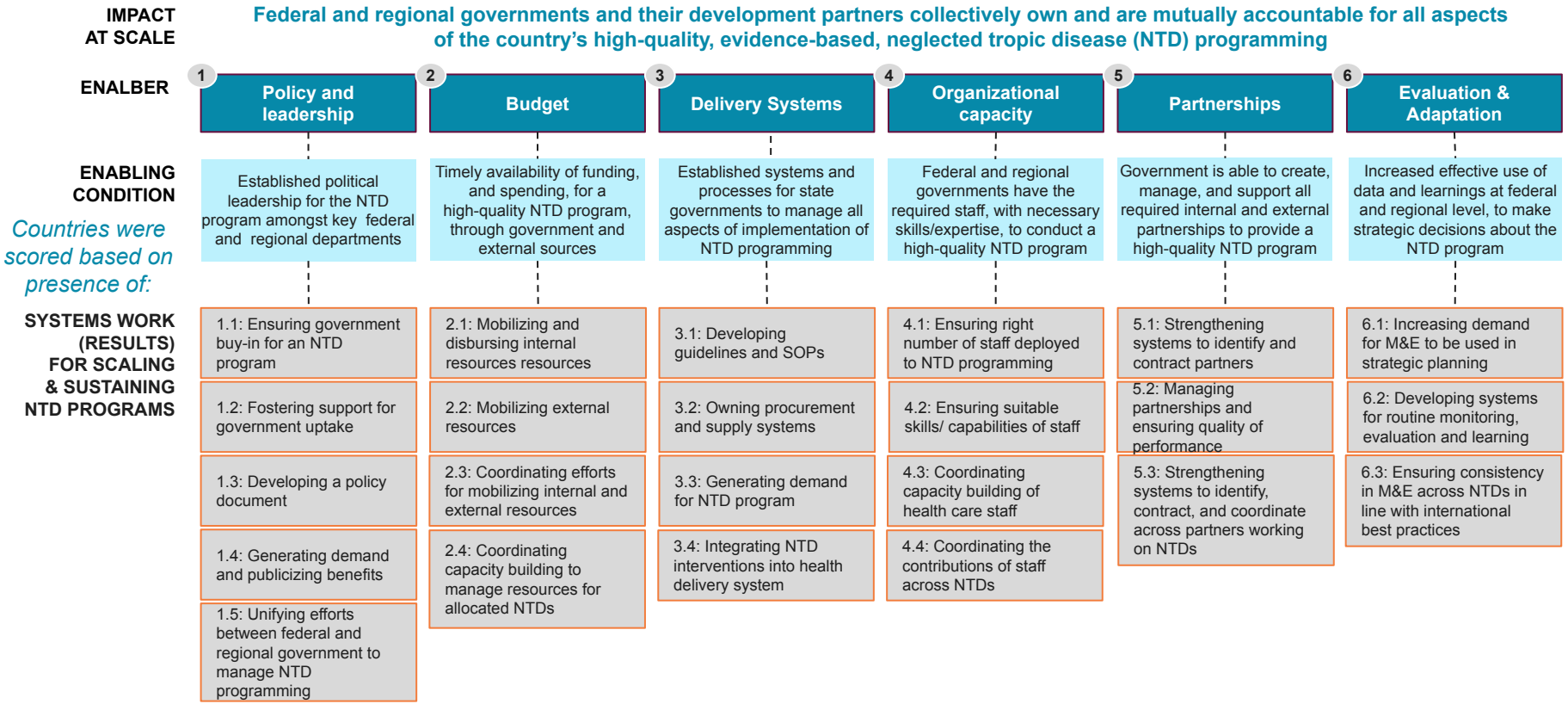
Critical step:
Then, ask which "small successes" make it easiest to achieve other successes

For example: In partnership between CIFF and several national governments in Africa/S. Asia, we envisioned eradicating NTDs

THE GOAL

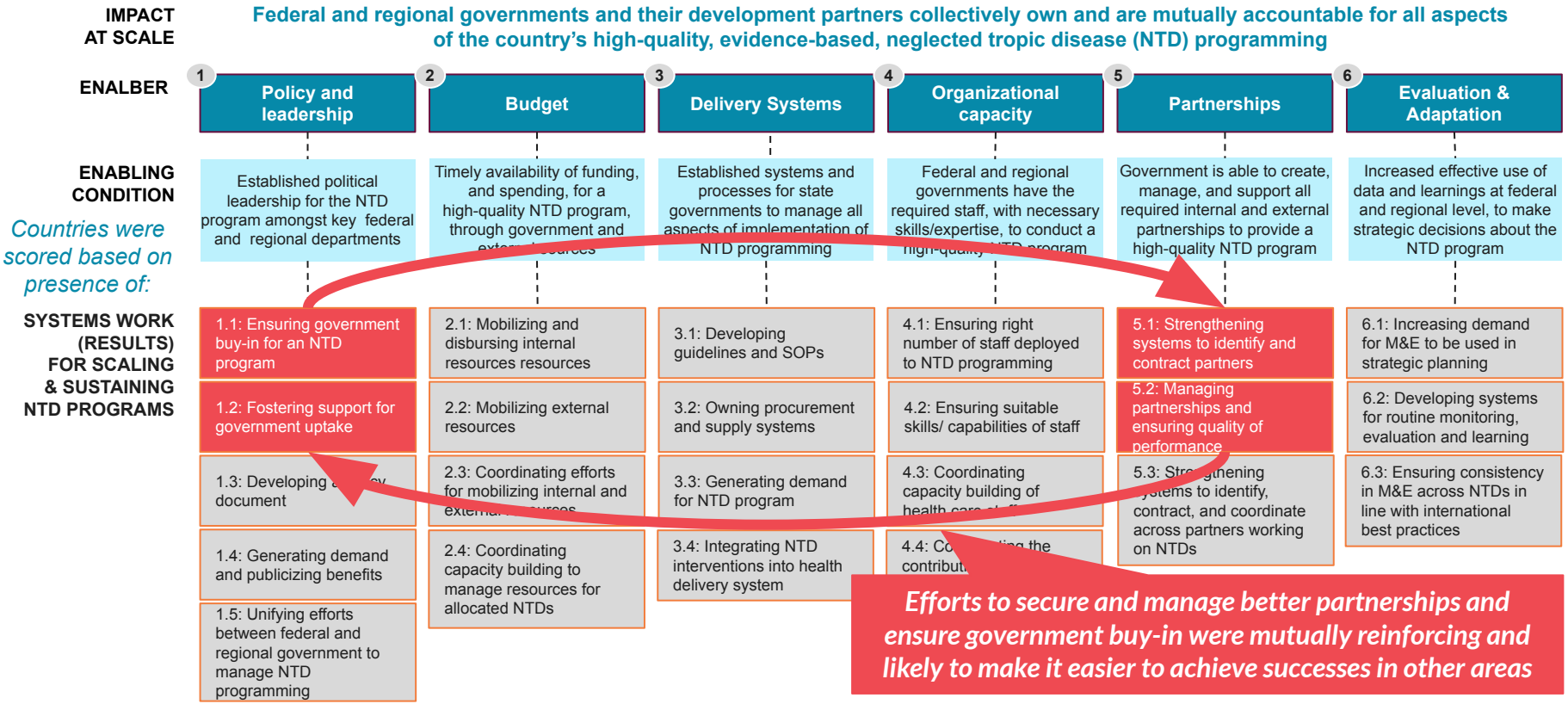
Federal and regional governments and their development partners collectively own and are mutually accountable for all aspects of the country's high-quality, evidence-based, neglected tropic disease (NTD) programming

We identified six enablers and results contributing to each



Source: Dalberg partnership with CIFF to develop and implement a tool for sustainability assessment of neglected tropic disease (NTD) programs in Ethiopia, India and Kenya (2017-18);
Note: (*) Green/yellow/red scores were assigned based on whether we observed each result

Some results make it easier to achieve other results



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