Climate and health public engagement
Leadership program

Topic area: Systems Thinking
Session title: Cohort Facilitated Session
Led by: Jordan Fabyanske

Funded by

Dalberg   wellcome

Welcome back!

In **one word**, how are you **feeling** today?

What was your **epiphany** about the meaning of **legitimacy**?

Agenda

01 **Rapid recap**

01
Systems change is a *dynamic process*

Source: Dalberg Catalyst

01
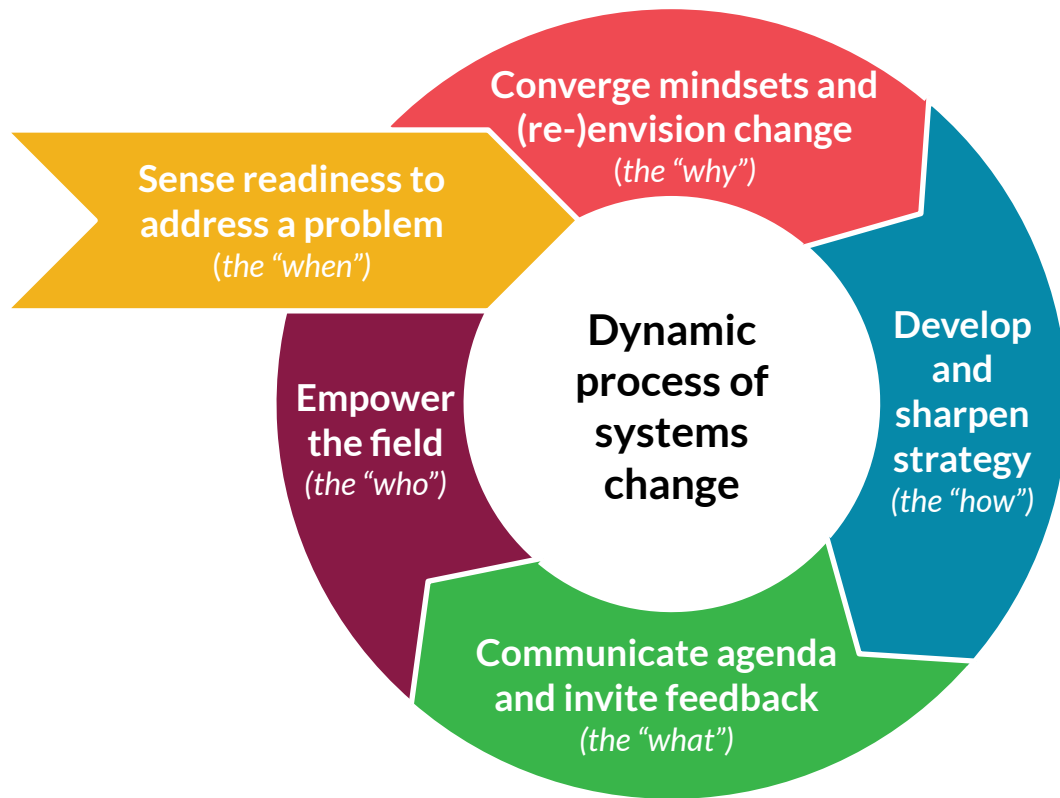
Systems are more *ready for change* when the field of relevant actors is *dynamic* and *cohesive*

Dynamism
i.e., how fast, open, forward-leaning, flexible, adaptive

High

Dynamic, but fragmented	**Dynamic and cohesive**
Static and fragmented	**Cohesive, but static**

Low

Low **Cohesion** High

i.e., how aligned, mutually accountable, coordinated, reliable, scalable

Source: Dalberg Catalyst
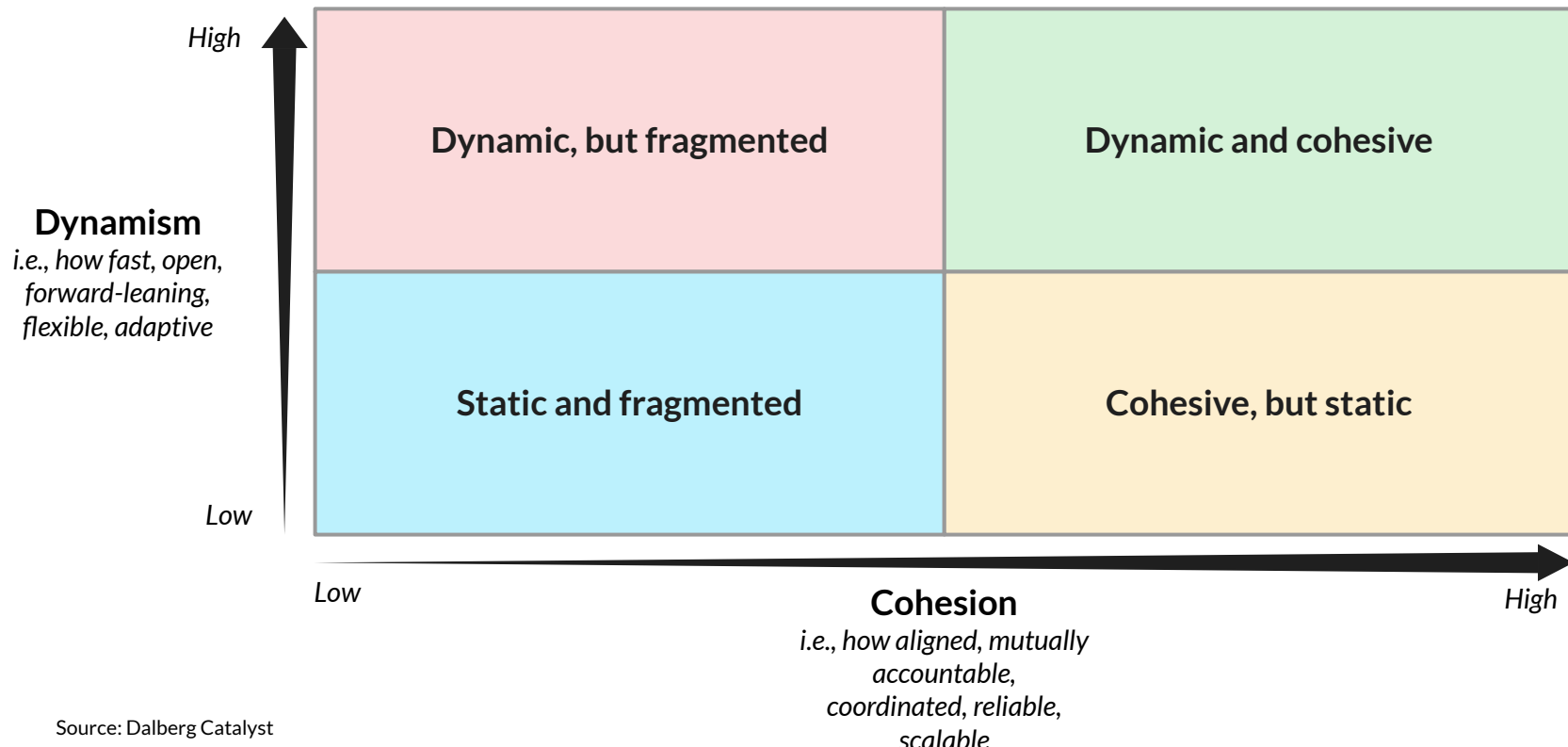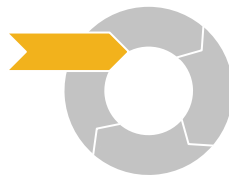
Dialogue is essential for (re-)envisioning a system

"Iceberg A"

- Events and behaviors
- Parts and parameters
- Relationships
- Goals and rules
- Mindsets and paradigms

"Iceberg B"

- Events and behaviors
- Parts and parameters
- Relationships
- Goals and rules
- Mindsets and paradigms

Dialogue and alignment on:

How we think and feel

What we value, prioritize and believe

Our underlying needs and fears
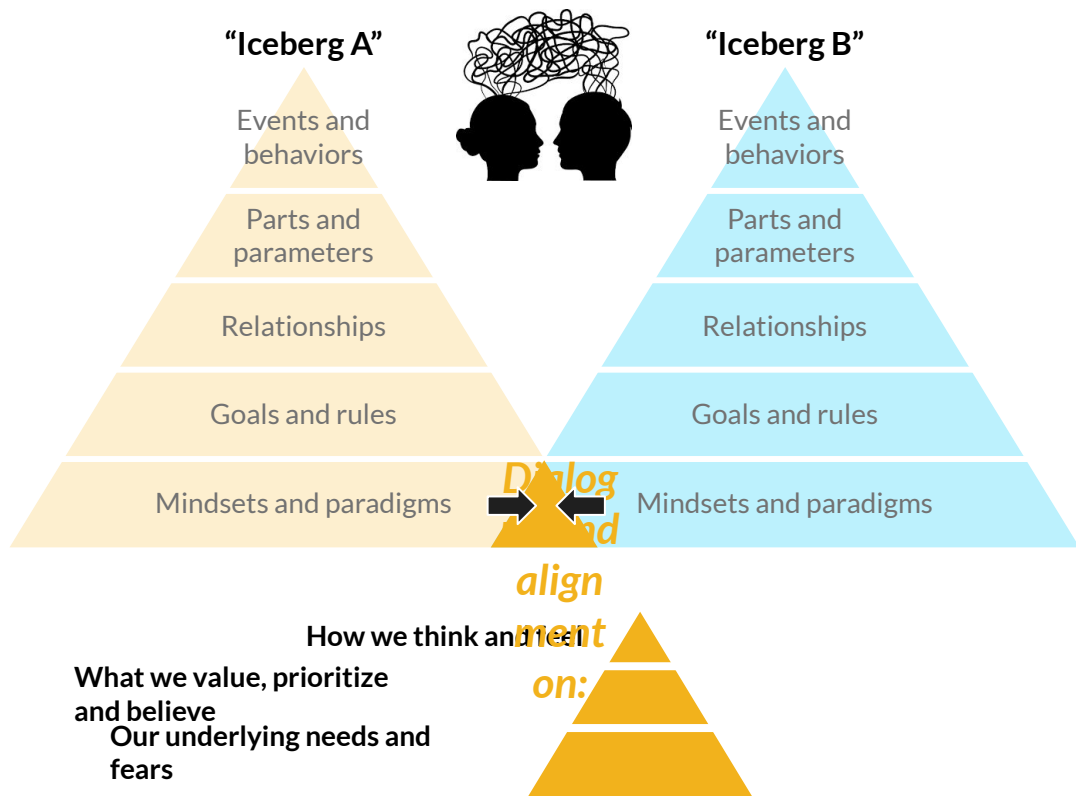
actions and establish a common understanding of what we are trying to accomplish, some form of dialogue must be used if we are to make

01 Strategies for systems change focus on primary actors and feature *practices of systems work*
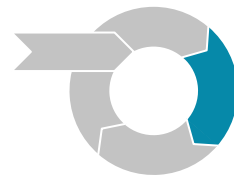
Primary actors are people at points of highest complexity in a system—*at the nexus of all the issues.*

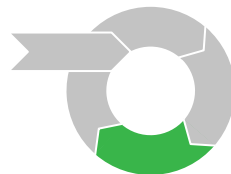| **Cultivate collectives**	**Equip problem solvers**	**Promote platforms**	**Disrupt policies and patterns**
that exchange perspectives, align understandings, share identities, set goals, and/or pool ideas	by building skills for dialogue, systems thinking, strategic thinking, leadership, and/or management	that enable different groups to access relationships, evidence, intelligence, expertise, and/or resources	by shifting rules, laws, rights, norms, practices, procedures, standards, expectations, and/or guidance

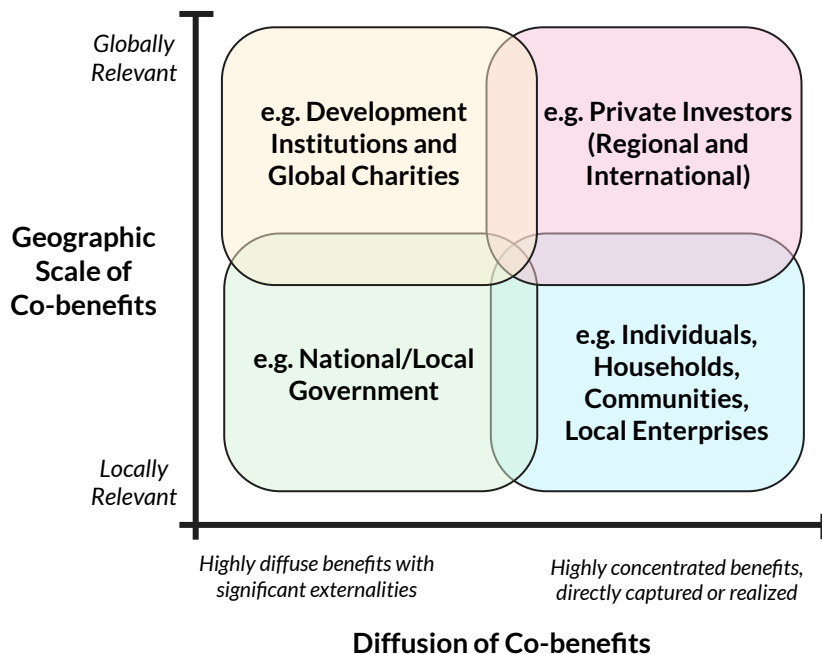Source: Bonnici and Rayner, "The Systems Work of Social Change" (2021); Dalberg Catalyst

01

Communications (including storytelling) can lead partners to *recognize co-benefits* and *contribute support*

Who could co-benefit (and how)?

Geographic Scale of Co-benefits

Globally Relevant

e.g. Development Institutions and Global Charities

e.g. Private Investors (Regional and International)

e.g. National/Local Government

e.g. Individuals, Households, Communities, Local Enterprises

Locally Relevant

Highly diffuse benefits with significant externalities

Highly concentrated benefits, directly captured or realized

Diffusion of Co-benefits

How could they contribute?

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
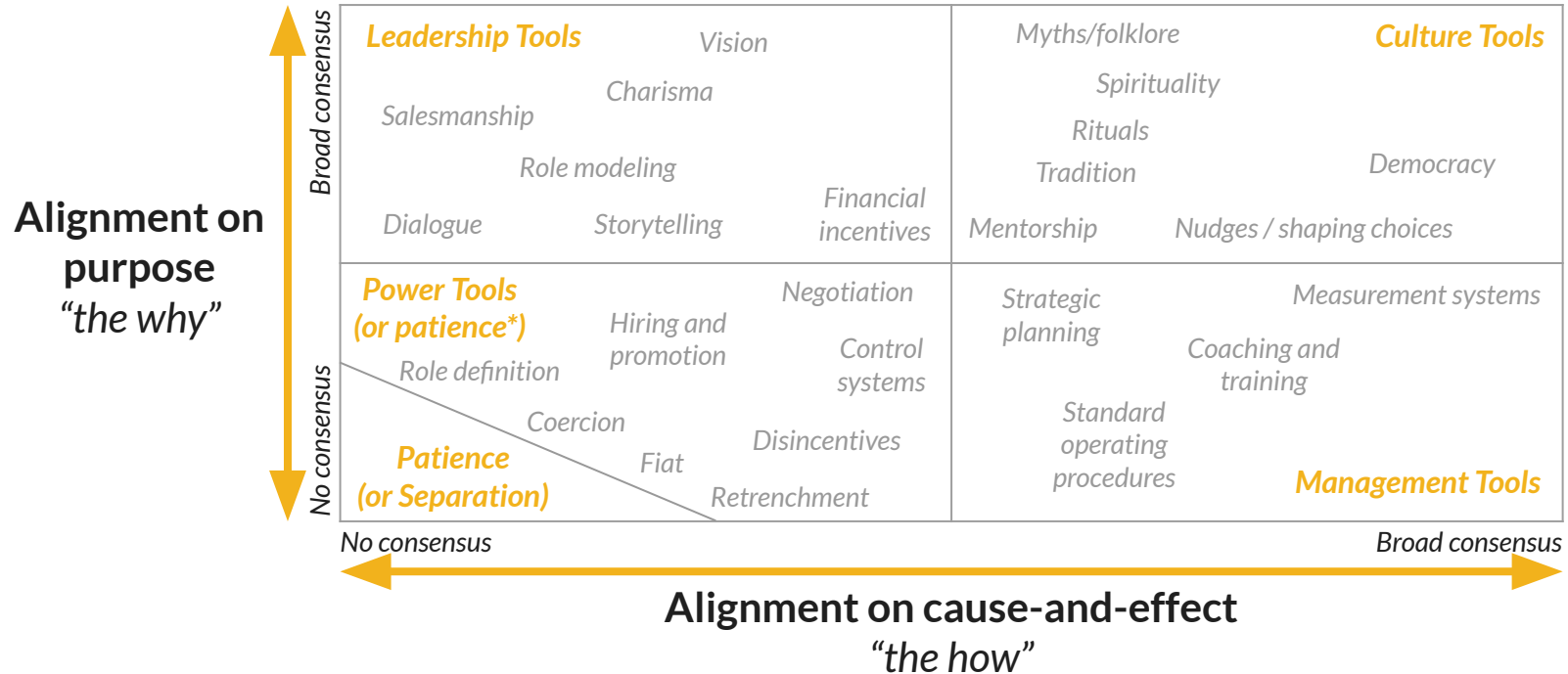- Build multi-stakeholder coalitions

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

Source: Dalberg Catalyst

01 Different tools can help *empower the field* depending on the level of *alignment on "why and how"*

Tools of Cooperation and Change

Alignment on purpose *"the why"*

Broad consensus

No consensus

Leadership Tools
Vision
Charisma
Salesmanship
Role modeling
Dialogue *Storytelling* *Financial incentives*

Myths/folklore *Culture Tools*
Spirituality
Rituals
Tradition *Democracy*
Mentorship *Nudges / shaping choices*

Power Tools (or patience*)
Negotiation
Hiring and promotion
Role definition
Control systems
Coercion
Fiat *Disincentives*
Patience (or Separation) *Retrenchment*

Strategic planning *Measurement systems*
Coaching and training
Standard operating procedures
*Management Tools*

No consensus *Broad consensus*

Alignment on cause-and-effect
"the how"

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

01

Building legitimacy is critical throughout the process
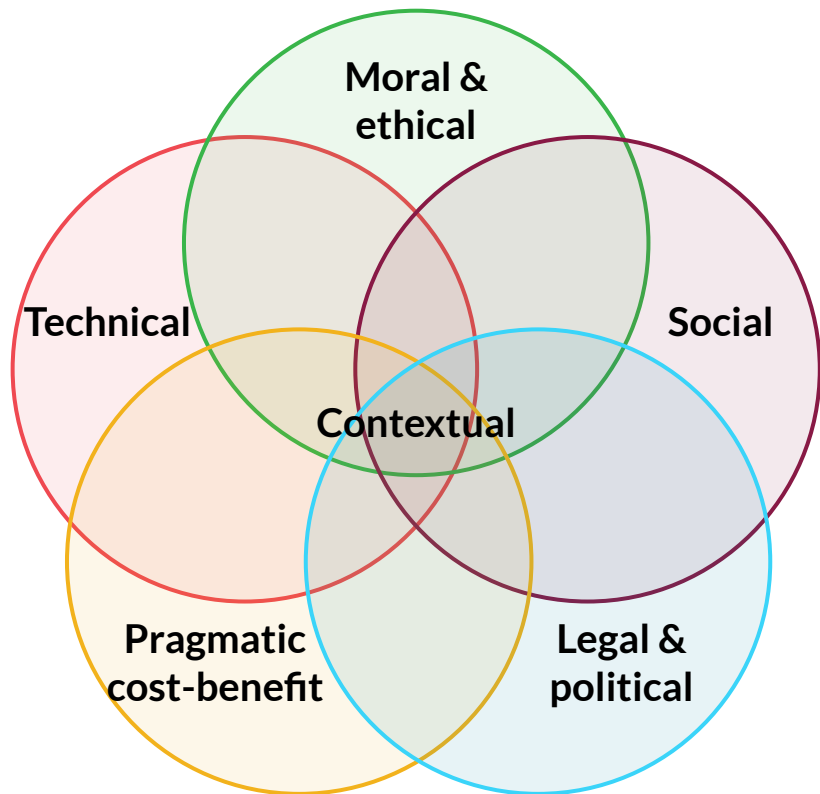
- **Building legitimacy is critical** to scale change and sustain change at scale

- **Primary actors**, who are closest to the issues, **have the most legitimacy**

- Actions with **insufficient legitimacy** (e.g., technical without contextual) almost always have **unintended consequences**

- **"Authorizers" (sources of legitimacy) vary by context** and from one scale to the next

02 **Building legitimacy**

02 Legitimacy-building is an interplay between *problem solvers* and *process authorizers*

Substantive *roles to sense the* **problem** *and deliver a* **solution**

1. Diagnose and communicate problems
2. Generate ideas
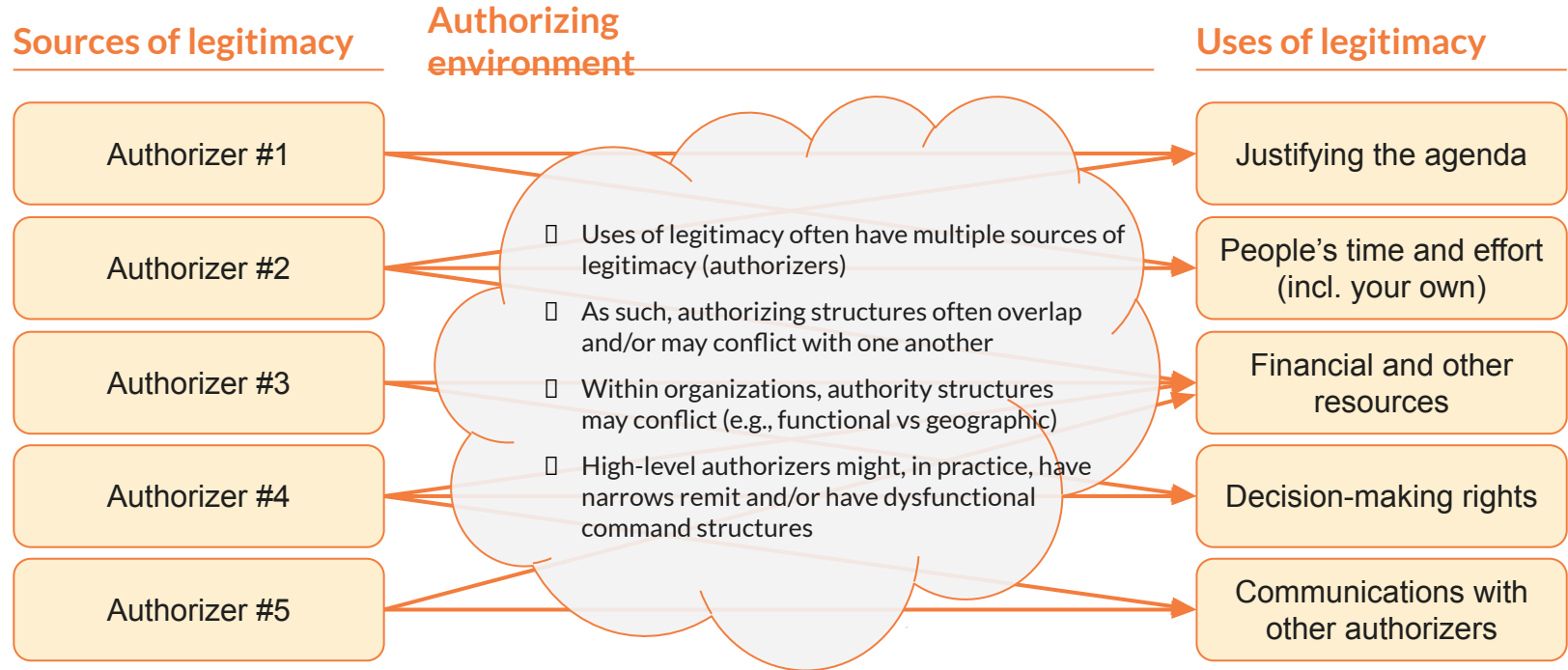3. Drive/support implementation

Relational & procedural *roles to enable the* **process**

4. Convene and moderate dialogue
5. Connect across distributed agents
6. Provide legitimate "cover" / formal authorization
7. Motivate and inspire change
8. Empower other actors
9. Provide financial support

Addres s the proble m

Authori ze the approa ch

Integrative *roles (cross-cutting)*

10. Catalyze and steward efforts to address the problem and authorize the approach

Source: Andrews, et al., Chapter 9: Managing your authorizing environment, "Building State Capability" (2017); Dalberg Catalyst

02 Mapping your *authorizing environment* can reveal opportunities to *connect sources and uses of legitimacy*

Sources of legitimacy

Authorizing environment

Uses of legitimacy

Authorizer #1		Justifying the agenda
Authorizer #2		People's time and effort (incl. your own)
Authorizer #3		Financial and other resources
Authorizer #4		Decision-making rights
Authorizer #5		Communications with other authorizers

- Uses of legitimacy often have multiple sources of legitimacy (authorizers)
- As such, authorizing structures often overlap and/or may conflict with one another
- Within organizations, authority structures may conflict (e.g., functional vs geographic)
- High-level authorizers might, in practice, have narrows remit and/or have dysfunctional command structures

02

For the next 10 minutes, we will break into small groups of 2-3

- Spend 3-5mins (each) identifying your "authorization needs", i.e., *potential uses and additional sources of legitimacy*

- Capture your notes in an empty worksheet (one per person) in this shared document

- When we return, we will briefly reflect together before turning to our next exercise

02 (Sheena) *Where are you looking for authorization?*

Who is the __main authorizer__ of your systems work today:	Immediate Supervisor (Boss)

For __what__ do you need additional authorization? *in any of these categories …*	Do you think your main authorizer will satisfy this?	Who else might have to provide authorization to satisfy this need?
Justifying the agenda	[yes with a proposal and budget plan]	[another organisation where needs are identified- collaboration)
Uses of your time and effort	Yes [need to breakdown time commitment]	Meeting dateline and timeline for the respective organisations we are working with
Uses of others' time and effort	Yes	Communicate and collaborate on meeting schedules
Financial and other resources	Yes	Primary Investigator + Organisation we are working for
Decision-making rights	Somehow	…
Comms. with other authorizers	Somehow	

02 (Estrella Soto) *Where are you looking for authorization?*

Who is the **main authorizer** of your systems work today:	Main local ally (Local University)	
For what do you need additional authorization? *in any of these categories …*	**Do you think your main authorizer will satisfy this?**	**Who else might have to provide authorization to satisfy this need?**
Justifying the agenda	[Yes]	[Local authorites, Council of Elders]
Uses of your time and effort	Somewhat	Donors, Collaborators inside our organization
Uses of others' time and effort	Somewhat	
Financial and other resources	Yes	Donors
Decision-making rights	Yes	Local stakeholders (Organize groups in the community)
Comms. with other authorizers	Yes	…

02 (Mahardika) *Where are you looking for authorization?*

Who is the **main authorizer** of your systems work today:	Program Director (Immediate supervisors)	
For what do you need additional authorization? *in any of these categories …*	**Do you think your main authorizer will satisfy this?**	**Who else might have to provide authorization to satisfy this need?**
Justifying the agenda	Yes	Chief of Program and Innovation Officer
Uses of your time and effort	Yes	Managing Director
Uses of others' time and effort	Yes	Chief of Finance and Chief of Development officer
Financial and other resources	Somewhat	Chief of finance, Grants Director, Donor (Funder)
Decision-making rights	Somewhat	Depending on the level of decision making, if it's highlevel related to the program then as higher as chief program or even CEO and the board
Comms. with other authorizers	Somewhat	Cross department authorization, depending on which department it needed to be communicate with

02 (Pavitra) *Where are you looking for authorization?*

Who is the **main authorizer** of your systems work today:	[insert]	

For **what** do you need additional authorization? *in any of these categories …*	Do you think your main authorizer will satisfy this?	Who else might have to provide authorization to satisfy this need?
Justifying the agenda	[yes / somewhat / no]	Members of the community, thematic / department partners
Uses of your time and effort	No	organization
Uses of others' time and effort	somewhat	
Financial and other resources	no	Donors and funding partners
Decision-making rights	yes	District and state govt, other partner community groups
Comms. with other authorizers	somewhat	Community networks, fisher's unions,

02 (Sokhna) *Where are you looking for authorization?*

Who is the **main authorizer** of your systems work today:	[insert] Program leader and Unit leader	

For **what** do you need additional authorization? *in any of these categories …*	Do you think your main authorizer will satisfy this?	Who else might have to provide authorization to satisfy this need?
Justifying the agenda	Yes	Program leader
Uses of your time and effort	Yes	Unit leader
Uses of others' time and effort	Yes	Program leader and
Financial and other resources	…	Unit leader and finance head and funders
Decision-making rights	…	Decision makers, community
Comms. with other authorizers	…	…

02

(*Adesola*) *Title of my project: To improve the capacity of adolescents to advocate for climate change and health Where are you looking for authorization?*

Who is the <u>main authorizer</u> of your systems work today:	Funder, Federal Ministry of Health]	
For <u>what</u> do you need additional authorization? *in any of these categories …*	**Do you think your main authorizer will satisfy this?**	**Who else might have to provide authorization to satisfy this need?**
Justifying the agenda	[yes / somewhat / no]	Adolescents and young people, funder, collaborators, colleagues in Ministry of environment
Uses of your time and effort	YES…	…Employer, Family
Uses of others' time and effort	…	The other stakeholders
Financial and other resources	…	Funder, Institution receiving the grant
Decision-making rights	…	Adolescents
Comms. with other authorizers	…	Other stakeholders

02 (Patrick) *Where are you looking for authorization?*

Who is the __main authorizer__ of your systems work today:	APHRC Director

For __what__ do you need additional authorization? *in any of these categories …*	Do you think your main authorizer will satisfy this?	Who else might have to provide authorization to satisfy this need?
Justifying the agenda	Yes .	Local University
Uses of your time and effort	Yes	Supervisor; Local University
Uses of others' time and effort	Yes	Local University
Financial and other resources	Yes	Supervisor
Decision-making rights	Yes	Team members; Local un
Comms. with other authorizers	Yes	Team

02 (David) *Where are you looking for authorization?*

Who is the **main authorizer** of your systems work today:	APHRC, African Population and Health Research Center	

For **what** do you need additional authorization? *in any of these categories …*	Do you think your main authorizer will satisfy this?	Who else might have to provide authorization to satisfy this need?
Justifying the agenda	Yes	…Community Leadership, Local government authorities
Uses of your time and effort	Yes	…myself
Uses of others' time and effort	…No	Community leadership…
Financial and other resources	Yes…	…myself
Decision-making rights	…Yes	…myself
Comms. with other authorizers	Yes…	…myself

02 (Monika) *Where are you looking for authorization?*

Who is the main authorizer of your systems work today:	Local government	

For what do you need additional authorization? *in any of these categories …*	Do you think your main authorizer will satisfy this?	Who else might have to provide authorization to satisfy this need? Civil society, PPP
Justifying the agenda	[yes / somewhat / **no**]	…Media, social and traditional, civil society and community orgs,
Uses of your time and effort	Yes…	…
Uses of others' time and effort	…No	…Donar
Financial and other resources	…No	…Donar
Decision-making rights	…Yes	…National Government, the UN
Comms. with other authorizers	…Yes	…Funder,

02

(Calae) *Where are you looking for authorization?*

Who is the **main authorizer** of your systems work today:	MoHW

For **what** do you need additional authorization? *in any of these categories …*	Do you think your main authorizer will satisfy this?	Who else might have to provide authorization to satisfy this need?
Justifying the agenda	Somewhat	…The Office of The Prime Minister
Uses of your time and effort	Somewhat…	…The Office of The Prime Minister and myself
Uses of others' time and effort	Somewhat…	…The OPM, Department of Environmental Planning and Protection, National Emergency Management Agency, IDB, PAHO/WHO,
Financial and other resources	Somewhat…,	…EU/CARIFORUM, PAHO/WHO, 5C'S, UNFCCC
Decision-making rights	Somewhat…	The OPM, Department of Environmental Planning and Protection, National Emergency Management Agency, IDB, PAHO/WHO/myself
Comms. with other authorizers	Somewhat	Same as above..

02

(Alberto) Building local manufacturing capacity for essential health supplies through technology sharing platforms

Who is the **main authorizer** of your systems work today:	WTO	

For **what** do you need additional authorization? *in any of these categories …*	Do you think your main authorizer will satisfy this?	Who else might have to provide authorization to satisfy this need?
Justifying the agenda	No	WHO, UN, LMICs
Uses of your time and effort	Yes	…
Uses of others' time and effort	…	…
Financial and other resources	No	IMF, WB – global commons
Decision-making rights	…	…
Comms. with other authorizers	No	

02 (Bwire) Soliciting climate finance for strengthening health systems resilience

Who is the <u>main authorizer</u> of your systems work today:	[Vice president's office (VPO) responsible for Climate Change]

For <u>what</u> do you need additional authorization? *in any of these categories …*	Do you think your main authorizer will satisfy this?	Who else might have to provide authorization to satisfy this need?
Justifying the agenda	[yes / somewhat / no]	…MoH/Partner/Community
Uses of your time and effort	No…	…Partner/Employer/Consultant
Uses of others' time and effort	No…	…Partner/Consultant
Financial and other resources	Yes…	…Partner/Employer
Decision-making rights	Yes…	…Partner/Employer
Comms. with other authorizers	Yes…	…Boss/Co-worker

03 **Small group exercise**

03 [Name]: [insert a medium-term success you are working toward]

How can your next steps yield legitimacy for you and your current/potential authorizers, and help build a coalition?

Your proposed next action step(s)	In order to take this step, who are the *authorizer(s) that give* you legitimacy?	If successful, what **legitimacy** will these steps *yield* for you and/or your current authorizer(s)?	How will the added legitimacy from this step *attract other authorizers* to your initiative?	*Who else* might you look to include in a *coalition*, which this step may help to *cultivate*?
X				
Y				
Z				
…				

03
For the next 30 minutes, we will break into small groups of 2-3

- Spend 10-15mins (each) discussing *an outcome you are working toward, and how your next steps will help build legitimacy*

- Capture your notes in an empty worksheet (one per person) at the very end of this shared document

- When we return from breakout groups, you will each present what you have, with other members of the cohort asking questions after your presentation

04 **Share out**

03

[Estrella]: [insert a medium-term success you are working toward]

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Map together the local ecosystem to identify local stakeholders to work with in the project	Local university (main allie) and local authorities	Comm. With other authorizers. Justify agenda Decision making Uses of others times and efforts	Donors to understand the process inside the community (time)	
To identify together necessities inside the budget of the project	Local university (main allie)	Uses of others times and efforts		
To present our curriculum and agenda with the main council (action plan)	Local authorities Local university (main allie)	Co-process and add opinions and points of view to our action plan		
To build communication bridges between main allie and donors	Local authorities Local university (main allie) Donors	To engage donors with stakeholders		

03 [Mahardika]: Addressing current deforestation within Nat.Park

How can your next steps yield legitimacy for you and your current/potential authorizers, and help build a coalition?

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Communicating results based on data analysis and understanding different layers to the cause of deforestation (incl ground check)	Myself, Chief of Program officer and Program director; Head of National Park	Ground check and comparing data between organizations to ensure that the finding/results is valid	Including other organizations (which are working within the same landscape) perspective, data and findings	Local government, other NGOs within the area, Ministry of Forestry, Community who are causing or impacting by the event
Drafting Rapid response plan (Incl the budget)	Same as above	Plan approved	Replicating plan in different areas that are facing the same situation	National/Central government
Approving the plan	Same as above; Ministry of Forestry	Everyone is onboard with the plan	Sharing budget with other organizations	Donors (funders)

03 [Pavitra]: [Adolescent health initiative]

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Understanding with local governance structure, the conditions and narratives on adolescent health issues	VC, previous work & relationships with community members	Visibility, leverage, convergence of shift required	To scale agenda?	Health systems, schools
Map existing service providers, groups and their roles	Same as above and other non-profits and technical knowledge agencies	Point of delivery, conducive environment for dialogue & initiation of change	Leverage existing programs, deepen engagement	Knowledge / technical partners, other ngos
Representation or inclusion of primary actors	The primary actors, VC	Reduction of inequity ?		

03 [Sheena: Improving pandemic preparedness in Southeast Asia]

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Convene a team with regional leaders	My immediate boss (primary investigator)	To imrpove regional level pandemic response to curb future pandemics	Funders- to fund future initaitves eg. ACPEED (ASEAN Centre for Public Health Emergencies)	Bank representatives in Asia, vaccine program conveners, Ministry of Health (as it is national and regional health priority)
Literature Review	Immediate boss	To strategise what went well and what did not go well (mechanisms during pandemic)	To present this paper to health leaders regionally and nationally	Vaccine procurement officers, fianance ministers

03

[Sokhna]: [insert a medium-term success you are working toward]

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Sharing research findings with different stakeholders	Project principal investigator	Ensure that results findings are valid	Funders and other organization with same interests in the field	Key stakeholders including government actors, NGOs, private sector and civil society actors
Draft actions plan based on evidence generation	Project principal investigator and beneficiairies	Actions plan validated	Scalling up the actions/interventions in other facing similar issues	National and local authorities NGOs, private sector and civil society actors
Z				

03

[Sokhna]: [insert a medium-term success you are working toward]

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Draft actions plan based on evidence generation	Project principal investigator and beneficiaires	Actions plan validated	Scalling up the actions/interventions in other facing similar issues	National and local authorities NGOs, private sector and civil society actors
Z				

03 [Patrick]: Mid-term success - Is to lead a team to achieve some specific objectives

How can your next steps yield legitimacy for you and your current/potential authorizers, and help build a coalition?

Your proposed next action step(s)	In order to take this step, who are the *authorizer(s) that give* you legitimacy?	In what ways will your current authorizers' (and your) **legitimacy** be **enhanced** if you are successful?	How will the added legitimacy from this step *attract other authorizers* to your initiative?	*Who else* might you look to include in a *coalition*, which this step may help to *cultivate*?
Planning with my team on the implementation strategy	My team; myself; collaborating partners and Director	Send implementation document	The other stakeholders will be interested in what we are doing	Organization's Leadership
Assign responsibilities	My team; collaborating partner	Communication with the team members and relevant org.	Information and knowledge exchange	Other stakeholders
Follow through the implementation plan	Myself and M&E officer	Regular meetings to monitor and discuss the progress towards success	Success story attracts partners and more funding	Funders
…				

03 [Monika]: [Deploying a network of low-cost sensors in Accra and Lagos]

How can your next steps yield legitimacy for you and your current/potential authorizers, and help build a coalition?

Your proposed next action step(s)	In order to take this step, who are the *authorizer(s) that give* you legitimacy?	In what ways will your current authorizers' (and your) **legitimacy** be **enhanced** if you are successful?	How will the added legitimacy from this step *attract other authorizers* to your initiative?	*Who else* might you look to include in a *coalition*, which this step may help to *cultivate*?
3-5 April	LASEPA, community, Mayors in the C40 Cities Climate Leadership Group , citizen scientists	Visibility, awareness raising and civic participation	Collaboration and momentum building, strategic alignment	UN Habitat Other civil society networks measuring air quality in other countries,
June deployment in Lagos				
July Accra	Business sector in Accra, YGL			PPP partnerships
December integrated digital				

03 [Calae]: [Application to impact award and learning data analysis

How can your next steps yield legitimacy for you and your current/potential authorizers, and help build a coalition?

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Partner mobilization	University of The Bahamas, Affluent Feeding Family, Kreyol Baptist Church, Grand Bahama, Office of Prime Minister, Lotus, Akepran	They will be seen as innovators in the field. I will be seen as a legitimate researcher in community engagement and empowerment	They will see the innovation to empower communities to address areas of mitigation and adaptation for climate change and guide behavior change	Earthmedic/EarthNurse , Global Consortium of Climate and Health Education.
Complete the Application	UB, LOTUS,	Will legitimatize the work around Community Engagement and Climate Change	Will establish the innovative work.	Wellcome, PAHO/WHO, EU/CARIFORUM,5C'S
Convene a meeting to review application	All above	Will legitimatize the work around Community Engagement and Climate Change	Will establish the innovative work	Ministry of Health and Wellness, Healthy Bahamas Coalition, Social Services

03 [Bwire]: [Get the GCF International consultants to review the Concept Note]

How can your next steps yield legitimacy for you and your current/potential authorizers, and help build a coalition?

Your proposed next action step(s)	In order to take this step, who are the *authorizer(s) that give* you legitimacy?	In what ways will your current authorizers' (and your) **legitimacy** be **enhanced** if you are successful?	How will the added legitimacy from this step *attract other authorizers* to your initiative?	*Who else* might you look to include in a *coalition*, which this step may help to *cultivate*?
Write the TOR for the Consultant	Boss/Partners/Co-workers	Get their buy-in/Trust in what I do Support in the next steps	VPO will have the doc which is supporting doc/attachment	MoH (PS, Minister)
Request the VPO to ask for support from the GCF consultant	VPO (PS & Director Environ), Collaborating partners (MoH)	Increased ownership of the process from the VPO as overseers of CC interventions	More climate financing proposals Experience to handle GCF Consultants	MoH (PM, Minister), Informal networks of friends, VPO (Minister, DPM)
Liaise with the GCF focal personal to ensure that the consultant is assigned to our CN				

03 [David]: [Food rescue system prototype]

How can your next steps yield legitimacy for you and your current/potential authorizers, and help build a coalition?

Your proposed next action step(s)	In order to take this step, who are the *authorizer(s) that give* you legitimacy?	In what ways will your current authorizers' (and your) **legitimacy** be **enhanced** if you are successful?	How will the added legitimacy from this step *attract other authorizers* to your initiative?	*Who else* might you look to include in a *coalition*, which this step may help to *cultivate*?
Co-creation and co-design with community. May	Community leadership, county government	Visibility and uptake by community	Visibility and buy-in from other actors in the food system.	WFP and UN agencies. Local farmers and local traders .
December proto-type built				
Roll-out next year				
…				

03 [Alberto]: mRNA vaccine Hub is able to share technology to 15 LMICS

How can your next steps yield legitimacy for you and your current/potential authorizers, and help build a coalition?

Your proposed next action step(s)	In order to take this step, who are the *authorizer(s) that give* you legitimacy?	In what ways will your current authorizers' (and your) **legitimacy** be **enhanced** if you are successful?	How will the added legitimacy from this step *attract other authorizers* to your initiative?	*Who else* might you look to include in a *coalition*, which this step may help to *cultivate*?
Strengthen regulatory systems to comply with GMPs	National governments	Build the path for success to develop local manufacturing capacity	Shows commitment – signaling device	Local universities, academics, lawyers
Prepare governments to enforce freedom to operate if Moderna applies patent rights	National governments	Legitimacy might expand because governments now have the rights through compulsory licensing	It won't attract them, it might scare off important donors and funders	WTO
Convince IFIs to support the initiative, as keeping warm	IMF, WB	Invest in countries with less capacity so this initiative truly changes market	Signaling device – catalyzer for private investment?	G20?, main contributors of IFIs. But they were the ones who refused