

Introduction

In the chat box, share your:

1. Name
2. Organization/role
3. Where you are
4. Do you identify as a youth/ are you a member of YouthLead?

**You'll need a piece of paper and pen today

YouthPower2: Learning & Evaluation

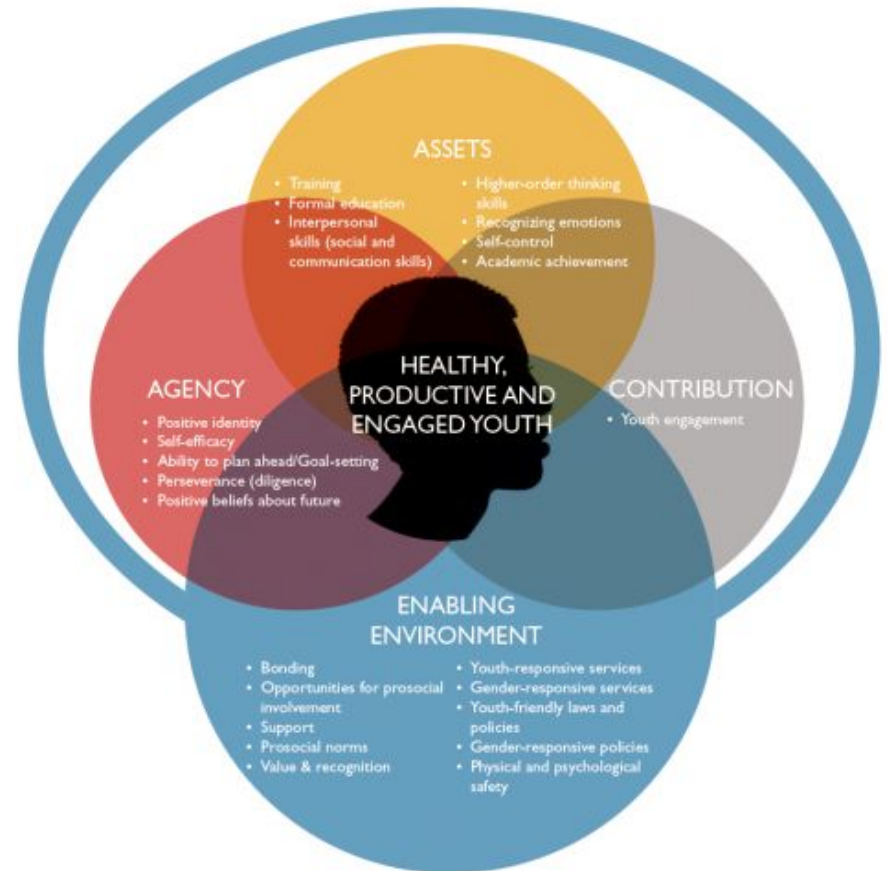
Welcome to the new Learning Network

November 4, 2020



What is Positive Youth Development (PYD)?

- PYD programs recognize youth's inherent rights and result in youth who have **assets**, the ability to leverage those assets (**agency**), and the ability to **contribute** to positive change for themselves and their communities, surrounded by an **enabling environment** that supports them



<http://www.youthpower.org/positive-youth-development>

YP2LE = Sustainable Systems Change

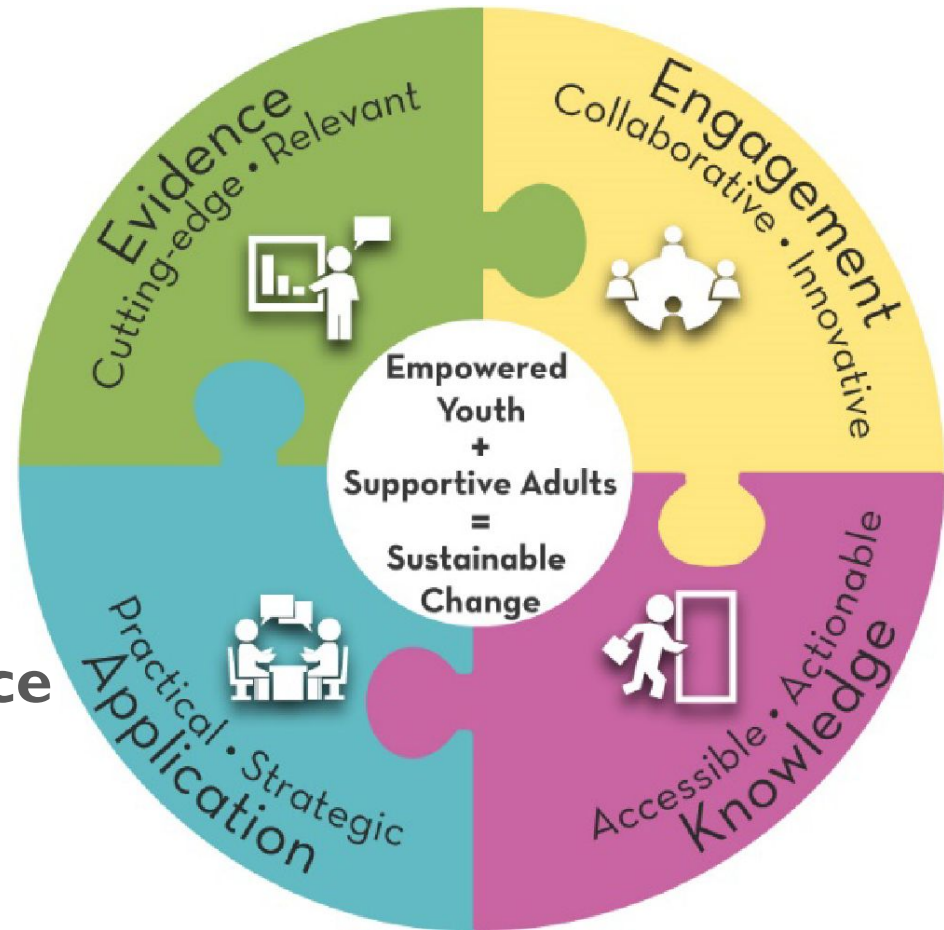
- Achieving systems change via integration of Positive Youth Development (PYD) principles and frameworks.



- Constructing high-quality, impactful, and sustainable youth programs.



- Combining global PYD **evidence** building, **stakeholder engagement**, **knowledge transfer**, and **application** of learning.

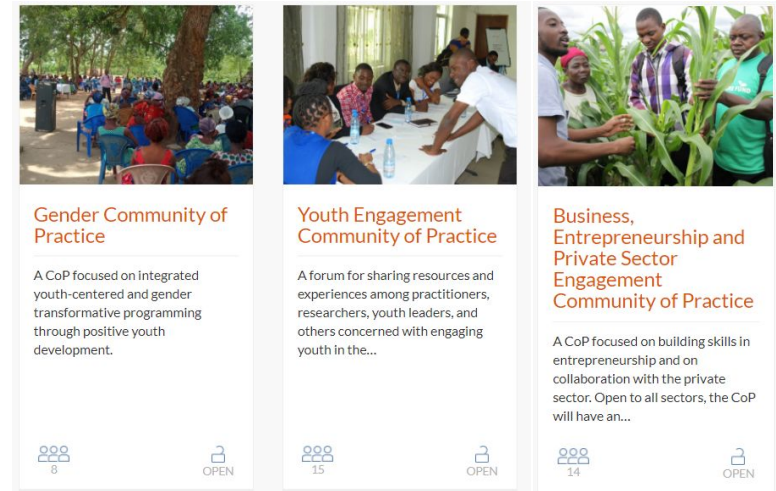


Communities of Practice (CoPs)

- **Business, Entrepreneurship and Private Sector Engagement:** Focused on building skills in entrepreneurship and on collaboration with the private sector. Open to all sectors, the CoP will have an emphasis on agriculture initially, adding other sectors such as health, education, or transport based on member interest.
- **Youth Engagement:** Focused on meaningful youth engagement in all aspects of youth programming.
- **Gender:** Focused on integrated youth-centered and gender transformative programming through positive youth development.
- More forthcoming

How to join the CoPs

Join CoP Discussion Groups on YouthPower.org – register, or log-in:



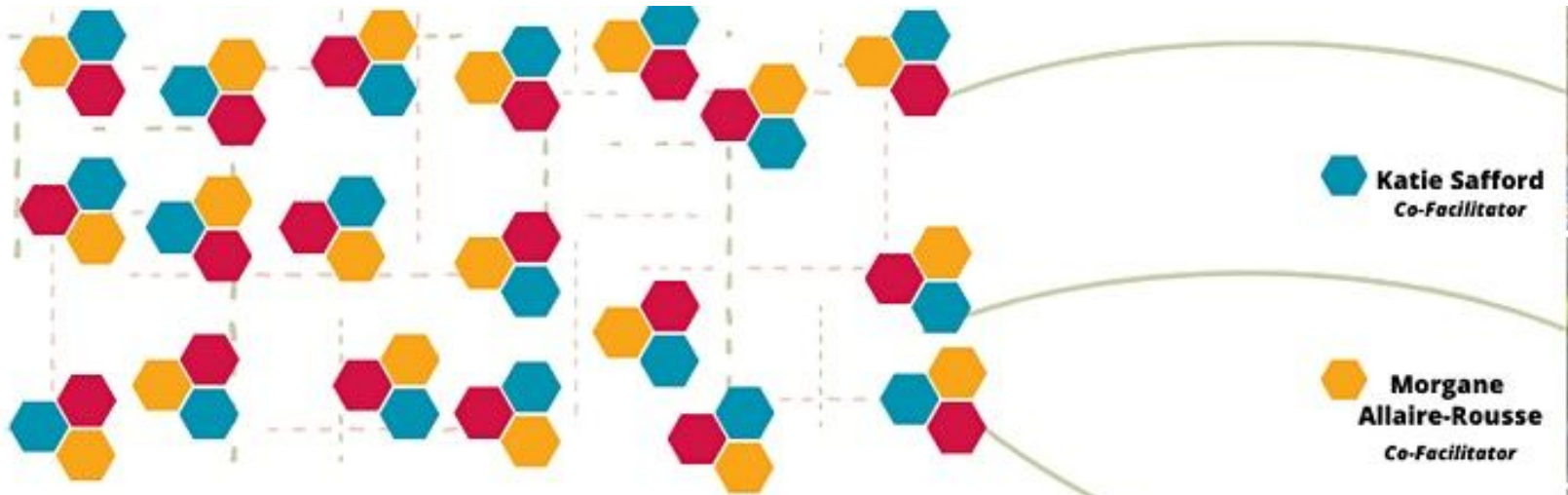
Then:

- participate in discussions with fellow members
- receive updates about upcoming CoP events and activities

Formal CoP kick-offs - staggered throughout November

Interactive kick-off sessions: Contribute to developing the CoP Charter and shaping the CoP learning agenda.

Analyzing Complex Systems by Global Knowledge Initiative



 **Katie Safford**
Co-Facilitator



 **Morgane Allaire-Rousse**
Co-Facilitator



 **Hina Acharya**
Communities Manager

Fall 2020 Dates

October 19 / November 4 / November 17 — 9-10:30 a.m. EST

3-Part Training Series <http://globalknowledgeinitiative.org/>

Systems Mapping

Agenda

- 1** Review of our causal loop diagram in Kumu
- 2** Review leverage points in the system
- 3** Impact vs Feasibility Matrix
- 4** Wrap up and next steps

Meet your facilitators



Katie Safford, Co-Facilitator: Katie employs systems tools to better analyze complex challenges to envision innovative solutions and strategies. Katie designs and facilitates workshops and trainings on systems mapping and practice to build the capacity of organizations to understand and take action in complex systems.



Morgane Allaire-Rousse, Co-Facilitator: Morgane is a knowledge manager and data visualization specialist with expertise in participatory systems mapping, M&E design, knowledge capture and learning facilitation with diverse groups of international development practitioners, donors and local organizations. Morgane capacitates and leads research teams on programs across a wide range of technical sectors throughout the African continent.



Hina Acharya, Co-Facilitator & Communities Manager: Hina is a Communities Manager for the YouthPower Learning Network. For the past year, she has worked closely with the YouthPower Learning 2: Evaluation and Learning team to facilitate the co-creation of the YouthPower Learning Network refreshed design. As Communities Manager, Hina's job is to ensure that the network is inclusive, productive, and engaging to all of its members.

Learning Journey



SESSION 1	SESSION 2	SESSION 3
<p data-bbox="227 586 591 682">October 19th 2020 9-10:30am EST</p> <p data-bbox="216 765 602 868">Introduction to Systems Sensing:</p> <p data-bbox="193 888 639 1232">Participants will learn basics of systems mapping and applying systems mindsets to your work (and life!).</p>	<p data-bbox="722 586 1112 682">November 4th 2020 9-10:30am EST</p> <p data-bbox="788 765 1047 868">Experiential Learning:</p> <p data-bbox="697 888 1143 1175">Participants will work through an interactive session to learn the process of systems mapping.</p>	<p data-bbox="1255 586 1665 682">November 17th 2020 9-10:30am EST</p> <p data-bbox="1267 765 1653 868">Strategic Decision-making:</p> <p data-bbox="1244 888 1690 1168">Participants will learn how to leverage the systems map to inform strategic decisions.</p>

We have two objectives for the day

You now have various loops. Now what? Today, we will learn:

- How to connect loops to create a complete Causal Loop Diagram
- How to use the Causal Loop Diagram to find leverage points and inform strategic decisions

Recap of the last session

Steps to facilitate the co-creation a CLD

- 1** Determine the system you are mapping and gain preliminary insight
- 2** Identify 6-8 priority forces in the system you are mapping. Consider the major helping and hurting forces of the system.
- 3** Identify Nodes and Linkages to create Loops for each of the forces.
- 4** Establish a narrative for each Loop. Writing Narratives helps determine if there are any gaps in the Loop's logic.
- 5** Link the Loops together to see how forces are connected. This is the zooming out component of systems thinking
- 6** Create a space for conversation around the different perspectives represented in the system.

5

Link the Loops
together to see how
forces are connected.

Step 5: Link the Loops together to see how forces are connected together.

How to facilitate step 5:

1. Read each loop out and highlight which nodes are repeated across loops - Tell a story!
2. Create a new high-level loop from the repeated nodes. This is often times called the “deep structure”.
3. Merge loops together using the repeated nodes. This may require word adjustment to make nodes exactly the same.
4. Add final connections.

What happens if we disagree?

CLDs show people's perceptions; therefore there is not **one loop that shows the truth.**

There can be many versions of each loop.

The key is for two or more actors to discuss, get stuck in, and come to an agreement on a loop (or set of loops), however messy, that they feel represents the forces at play.

Use the different perspectives as an opportunity to start a conversation. These points of disagreement often point to a miscommunication or misaligned incentive structure.

What if you get stuck?

- **Work backwards.** For example, look at the starting node and ask “What causes this to happen”
- **Don't get stuck on one arrangement.** Be willing to scrap ideas and keep trying new ways to link the nodes.
- **Don't feel tied to one starting point.** If you are feeling stuck try starting at a new part of the case study. You do not have to map the sentences in the order you read them in the case study.
- **Let the narrative be your guide.** Tell and retell the story as you loop.
- **Test the loops' logic.** The narrative is your guidance for the loop logic. Ask “Does x directly lead to z or is there something in between those two nodes”



6

Step 6: Create a space for conversation around the different perspectives represented in the system.

How can we use the CLD to begin conversations?

For systems change to occur, system actors must zoom out, identify, and act on opportunities that affect the whole system.

One way to do this is Identifying leverage points.

A **leverage point** is a point in the system where a small shift can produce big changes across the system.

Leverage points can have both a positive and negative impacts on the system.

How does leverage relate to the iceberg model?

Increasing Leverage



Events

What is happening at surface level?

Mitigate the symptoms

Patterns & Trends

What are the trends over time?

Anticipate and plan based on patterns

Structures

How are the parts related?

Design based on relationships and power dynamics

Mental Models

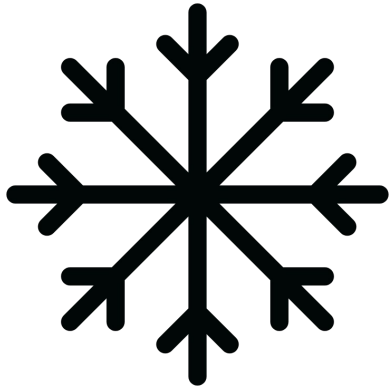
What beliefs keep the system in place?

Transform the system through behavior change

How do you facilitate finding leverage points?

1. Review the 5 types of leverage.
2. Ask participants to identify leverage points, one type at a time. You could do this using sticky notes on a large printed map or using icons on a platform like MURAL.
Note: Not all loops need to have a leverage point.
3. Identify areas with large clusters of leverage points.
4. Facilitate a conversation around the clusters:
 - a. Why did you choose this as a leverage point?
 - b. What stakeholders are involved at this leverage point?
 - c. What opportunities does this present?

Where is the system frozen?



Look for places where system behavior is deeply entrenched and unlikely to change in the near future.

Where is there pent-up energy for change?



Look for places where energy is disrupting the status quo or trying to reorganize and cause new patterns to emerge.

Where are there places that seem like bright spots?



Look for places where positive change is happening already.

Where are you seeing ripple effects?



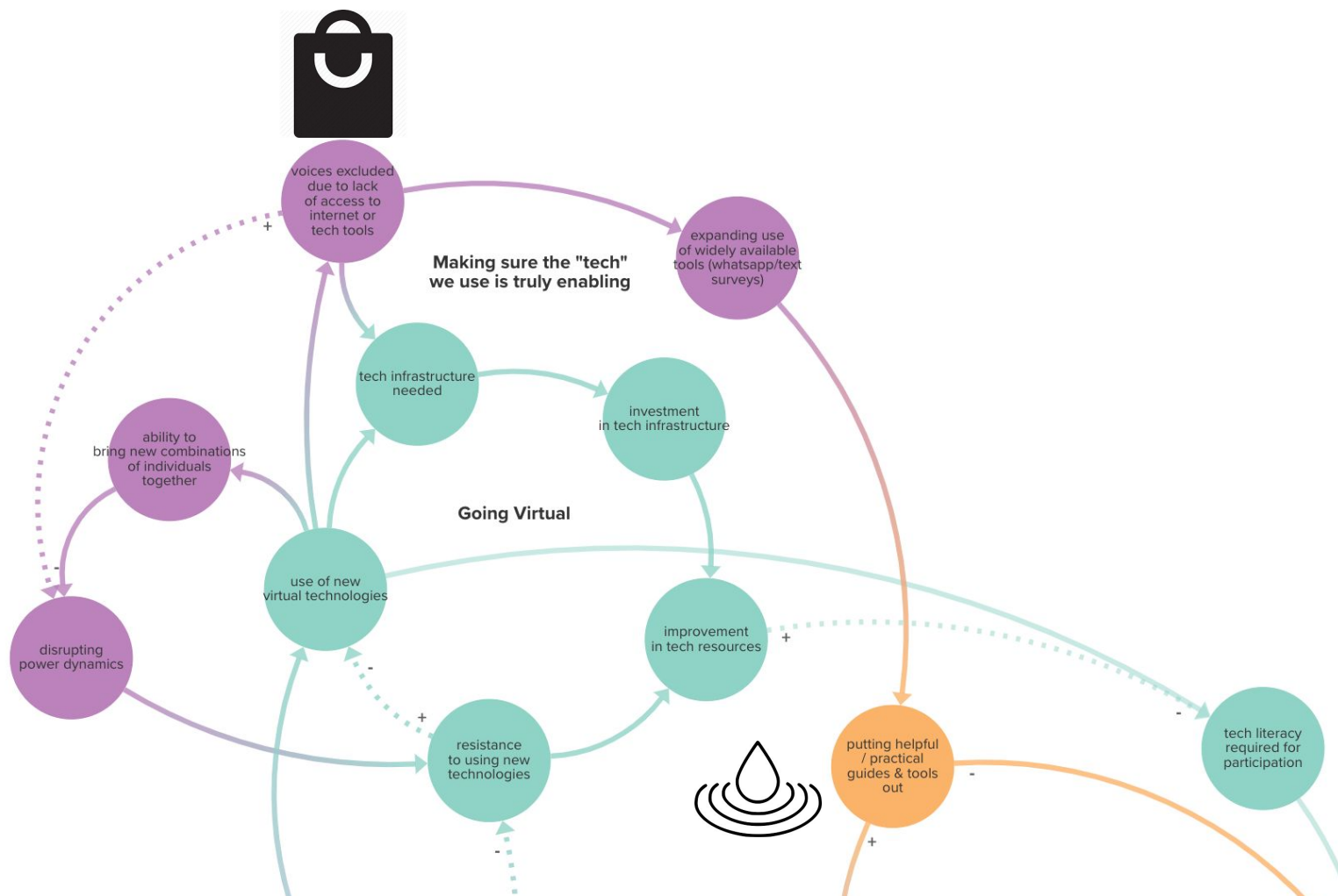
Look for strong factors and dynamics which have the potential to affect many other factors or dynamics downstream.

Where are there places that seem like a mixed bag?

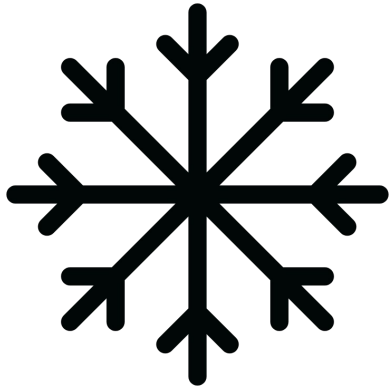


Look for places that could swing either positive or negative.

Example Leverage Point Analysis



Share in the Chat: Where is the system frozen?



Look for places where system behavior is deeply entrenched and unlikely to change in the near future.

Share in the Chat: Where is there pent-up energy for change?

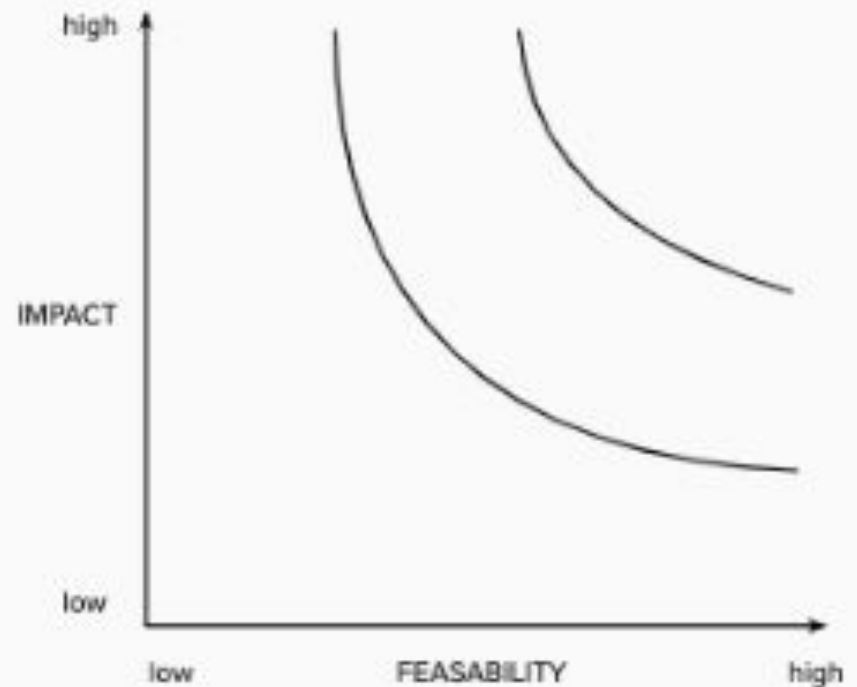


Look for places where energy is disrupting the status quo or trying to reorganize and cause new patterns to emerge.

Impact vs Feasibility matrix

Feasibility: How possible is it for your organization to intervene at this leverage point successfully given your organization's resources and capacities?

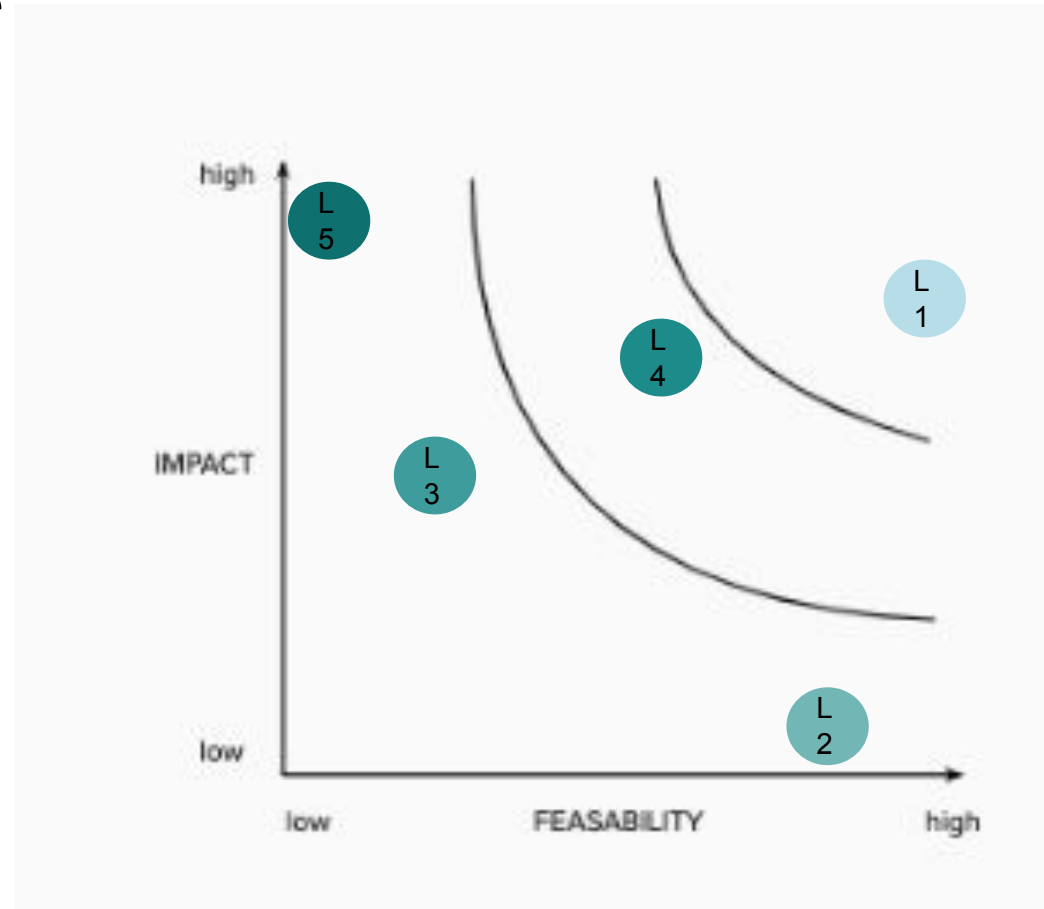
Impact: Level of change this intervention will create to achieve the stated goal.



How might we increase engagement in the YEIO project?

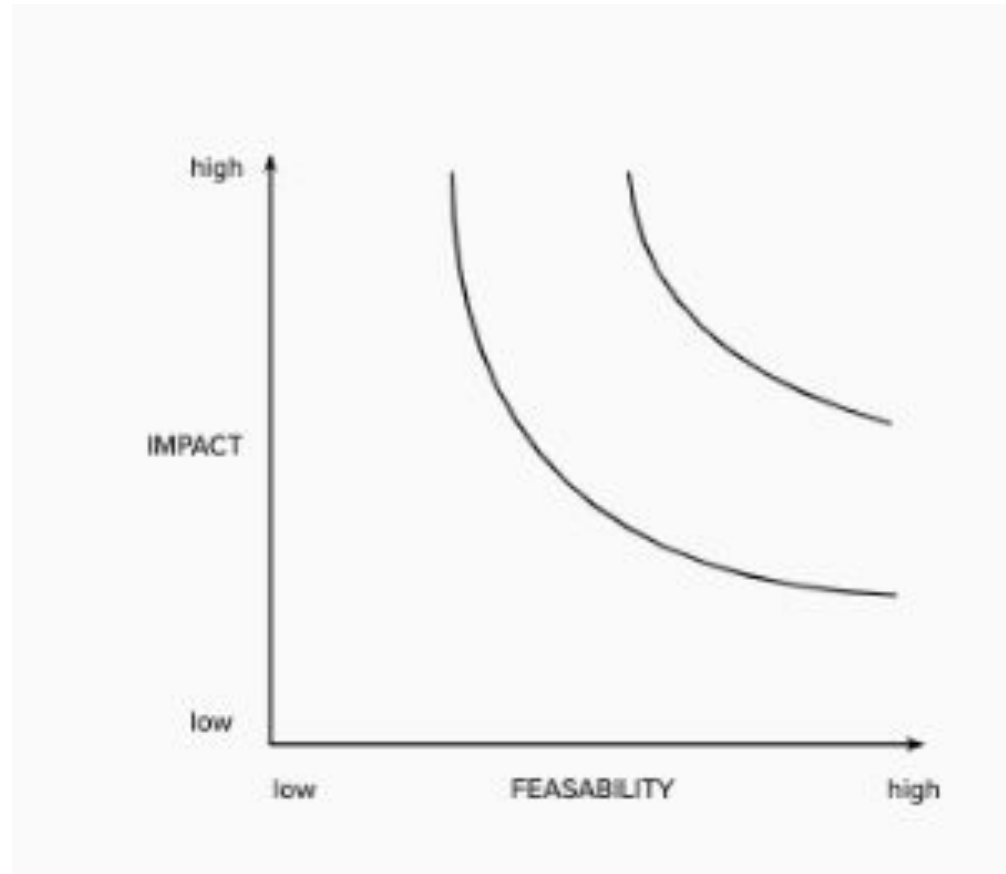
Impact vs Feasibility matrix

1. Line up each leverage point from low to high based on feasibility.
2. Then determine the impact of each leverage point.
3. Facilitate a conversation with the team about which leverage points you want to strategize around.



Leverage Points

- **Mixed Bag:** Loans that fit Youth SME needs
- **Ripple Effect:** Trust between YEIO and Youth
- **Bright Spot:** Opportunities for youth to attend trainings
- **Energy:** Adequate coordination of meetings with youth and private sector



What's next?

What's next

Devising a strategy for each leverage point.

Figuring out who is best placed to contribute to each intervention.

Sustaining the conversation.

System health improves.

Relationships live on.

Let's Connect

Email

info@gkinitiative.org

Twitter

[@gkinitiative](https://twitter.com/gkinitiative)

LinkedIn

[the-global-knowledge-initiative](https://www.linkedin.com/company/the-global-knowledge-initiative)



THANK YOU!

This presentation is made possible by the support of the American people through the United States Agency for International Development (USAID), under the terms of YouthPower 2: Learning and Evaluation AID Contract #47QRAA19D0006K/7200AA19M00018. The authors' views expressed in this presentation do not necessarily reflect the views of USAID or the United States Government.

