Results-Based Protection InterAction

JANUARY 2019 UPDATE

Photo courtesy of United Nations Photo, Nov. 11, 2014 (cropped)

Report

Scaling Solutions Toward Shifting Systems: Approaches for impact, approaches for learning by M. Grady, K. Diggins, J. Schneider, and N. Paley Rose (Rockefeller Philanthropy Advisors)   Page 2

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"Sustaining Collective Impact Efforts" from the Tamarack Institute

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"How do organizations integrate learning into their daily work?" from USAID's Learning Lab

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UPCOMING EVENTS

19–20 March: Training organized by the Tamarack Institute: *Collective Impact: Leading theory to action*

1–31 March: Training organized by TRAASS International: *Learning to Adapt: A Guide to Real-Time Evaluation and Adaptive Management*

Photo courtesy of Artur Potosi, June 12, 2009

Scaling Solutions Toward Shifting Systems: Approaches for impact, approaches for learning
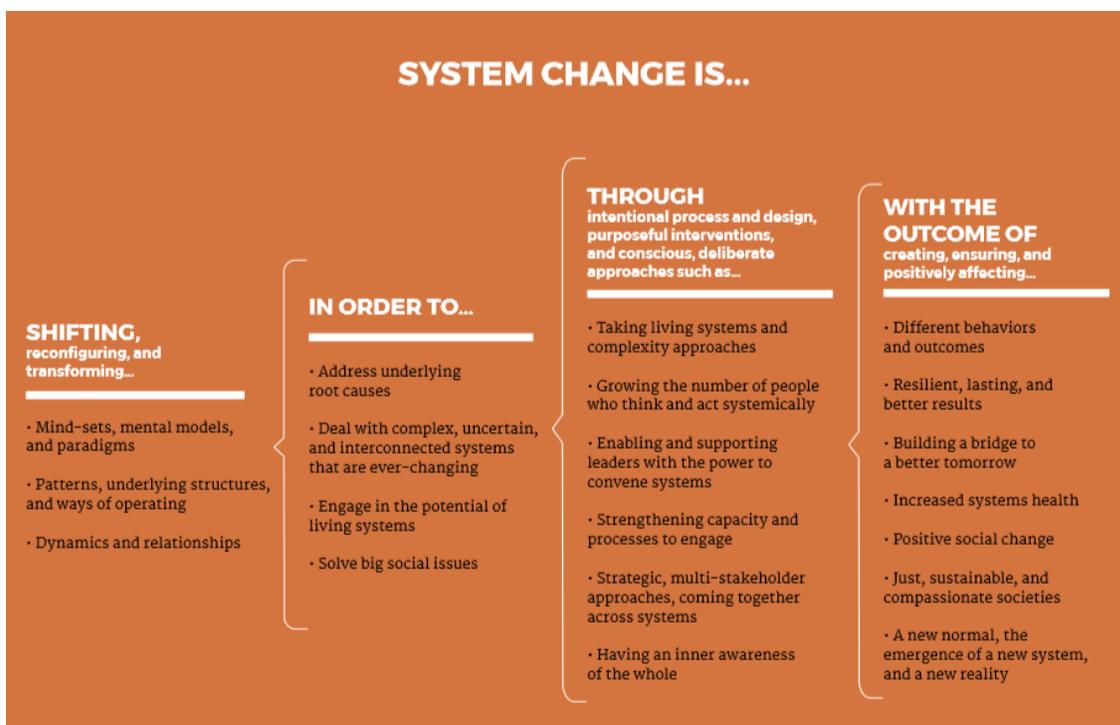
Click here to read the full report.

Main findings

(1) For funders seeking systems change, collaborations can be more effective and rewarding than going it alone;

(2) Organic growth of the collaborative based on pre-existing relationships provides certain benefits and a stronger growth trajectory;

(3) Identifying and supporting strong leadership is an important foundation for collaborating on long-term systems change;

(4) Collaboratives united by geography of supporting specific population groups are characterized by thoughtful, responsive, practices that can serve as models to be adopted more widely;

(5) Aligning on theory of change and embracing the complexity of systems change translate to a higher likelihood that funders can and will successfully pool funds;

(6) Funder collaboratives want to delve more into monitoring and evaluation processes for assessing systems-level progress and results; and

(7) Systems change collaboratives frequently experience the same set of obstacles, and resolving these creates a stronger basis for success.

(pg.16-41)

Rockefeller **Philanthropy Advisors** launched an inquiry in 2016: "Can we encourage funders to work more collaboratively to place longer-term, adaptive resources to fund and accelerate scalable solutions targeting systemic changes around pressing global issues?" (pg.2). Working collaboratively underpins RBP, particularly designing for contribution. Since then, they've published two reports highlighting results gathered through interviews, workshops, and secondary research. The most recent report: _Scaling Solutions Toward Shifting Systems: Approaches for impact, approaches for learning_ by Heather Grady, Kelly Diggins, Joanne Schneider, and Naamah Paley Rose was published in 2018.

Their work aims to influence the philanthropy sector, e.g. "the system" to ensure that funders are investing in solutions toward shifting systems. One main goal is to be more outcome-oriented, in line with results-based approaches to protection. A few barriers to collaborative funding identified include too many templates, too little trust, overly prescriptive budgeting parameters, short-term grants, and limited listening and learning by funders (pg.7).

SYSTEM CHANGE IS...

SHIFTING, reconfiguring, and transforming...

· Mind-sets, mental models, and paradigms

· Patterns, underlying structures, and ways of operating

· Dynamics and relationships

IN ORDER TO...

· Address underlying root causes

· Deal with complex, uncertain, and interconnected systems that are ever-changing

· Engage in the potential of living systems

· Solve big social issues

THROUGH intentional process and design, purposeful interventions, and conscious, deliberate approaches such as...

· Taking living systems and complexity approaches

· Growing the number of people who think and act systemically

· Enabling and supporting leaders with the power to convene systems

· Strengthening capacity and processes to engage

· Strategic, multi-stakeholder approaches, coming together across systems

· Having an inner awareness of the whole

WITH THE OUTCOME OF creating, ensuring, and positively affecting...

· Different behaviors and outcomes

· Resilient, lasting, and better results

· Building a bridge to a better tomorrow

· Increased systems health

· Positive social change

· Just, sustainable, and compassionate societies

· A new normal, the emergence of a new system, and a new reality

(pg.6)

"Sustaining Collective Impact Efforts"

Click **here** to access the tool.

Collective Impact Forum

Click **here** to access the online forum.

The necessity of building collective strategies is reflected in the key elements of results-based protection: designing for contribution. Recognizing that many protection concerns are deeply entrenched in complex social, political, and economic systems, it's oftentimes imperative that collective strategies are sustainable for longer time periods in order to achieve an outcome. The Tamarack Institute created a tool to assist organizations in analyzing how sustainable their collective approach is in terms of engaging available resources and utilizing them efficiently to reach a collective outcome.

"Sustaining collective impact efforts is about engaging, in unique ways, all the resources available to the collaborative" (pg.1)

Based on research by Lydia I. Marek and Jay A. Mancini from Virginia Polytechnic Institute and State University Blacksburg, seven factors were identified as being correlated with a sustainable approach:

The tool facilitates self-assessment and can help organizations identify areas for increased sustainability and a subsequent action plan for moving forward.

Related Resource

Interested in being part of an online forum of peers dedicated to using collective strategies to achieve social change?

The Collective Impact Forum is a resource repository built by a community of like-minded peers. Geared towards social change, many of the tools, resources, and lessons learned have implications for humanitarians aiming to collectively achieve protection outcomes.

Watch an introductory video to the forum here.

"How do organizations integrate learning into their daily work?"

Click <u>here</u> to listen to the podcast.

As part of their work on Collaborative, Learning, and Adapting (CLA), USAID Learning Lab produced a 7-part podcast series on organizational learning. Season 3, episode 6 "How do organizations integrate learning into their daily work?" features 3 Thought Leaders – Karen Mokate, Chief of Knowledge Management at the Inter-American Development Bank; Clive Martlew, Lead for Learning and Leadership at DFID; and Alison Evans, Chief Commissioner with the Independent Commission for Aid Impact.

This podcast features the thought leaders reflecting on how their organization has integrated (or not) learning into everyday work in an intentional, systematic way. Alison Evans talks about the need for senior management to take the initiative and really internalize it – to be restless in the search for continuous learning. Other ways include embedding behaviors and ways of working into the rules, systems, and existing methodologies of the organization as well as having examples that demonstrate the value of investing resources into learning.

"…Leaders of those departments […] you need to be restless around the need for learning. It isn't ever over…" (pg.6)

In order to produce a supportive culture for learning to facilitate iterative and adaptive program management, the thought leaders reflect on challenges related to knowledge management: the necessity of getting the right data to the right people at the right time. Other actions include integrating questions on how each staff member shares knowledge in performance evaluations as a prerequisite for promotions, and building knowledge sharing into IT platforms to make it easy for staff to share information.

Practical processes and tools cited by the leaders include reorganizing departments to ensure knowledge is not siloed by organizational set-up (e.g. sector-specific knowledge versus country-context knowledge), a reverse-mentorship program where junior staff with a specific skill set or interest area are paired with senior level staff who are interested in learning from younger colleagues, and team reflection sessions/safe spaces to share good practice and what needs to improve.

"We Need to Talk about Systems Change" blogpost, published by the Rockefeller Philanthropy Advisors.

<u>Results-based approaches to protection</u> aim to impact the humanitarian system, specifically how protection concerns are identified, analyzed, prevented, and responded to by relevant actors – but how do we define the "system" (e.g. intended outcome)?

"Without agreement on what we are trying to change, we can't possibly define success, and without defining success, it is hard to drive consensus on who or what to collectively fund"

This <u>blogpost</u> unpacks the challenge of defining systems change and highlights some of the repercussions for funders of not clearly spelling out and agreeing on the intended outcome from the start. This applies equally to humanitarian actors working towards protection outcomes through system change.

Results-Based Protection updates are produced regularly to share materials and events related to RBP with InterAction's members and partners. To sign-up to receive future updates, click here and submit your name and e-mail.

Previous updates are available on the Resources Repository of the RBP website.

Photo courtesy of World Bank Photo Collection, June 3, 2014