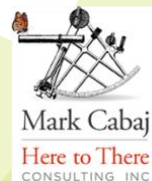


Special thanks to our event partners



Module 6:

Evaluating Systems Change

Pairs

- Describe **one initiative** in which you and your colleagues are trying to **change a system**.
- What kind of systems **changes** would you like to see?



The Key Points

1. The **case** for social innovators to change the systems that underlie tough social, economic and environmental challenge is strong.
2. There are straightforward – though not easy – **steps** in designing an evaluation of systems change.
 - Describing systems
 - Describing intervention
 - Designing methods
3. The effort will require (a) **choices** about what system changes are most important to explore on (b) working within technical, financial and time **constraints** (c) a constantly **evolving** design.

Institute |
community.ca |
t | #CCI2016

5

#1

The **case** for social innovators to change the systems that underlie tough social, economic and environmental challenges is strong.



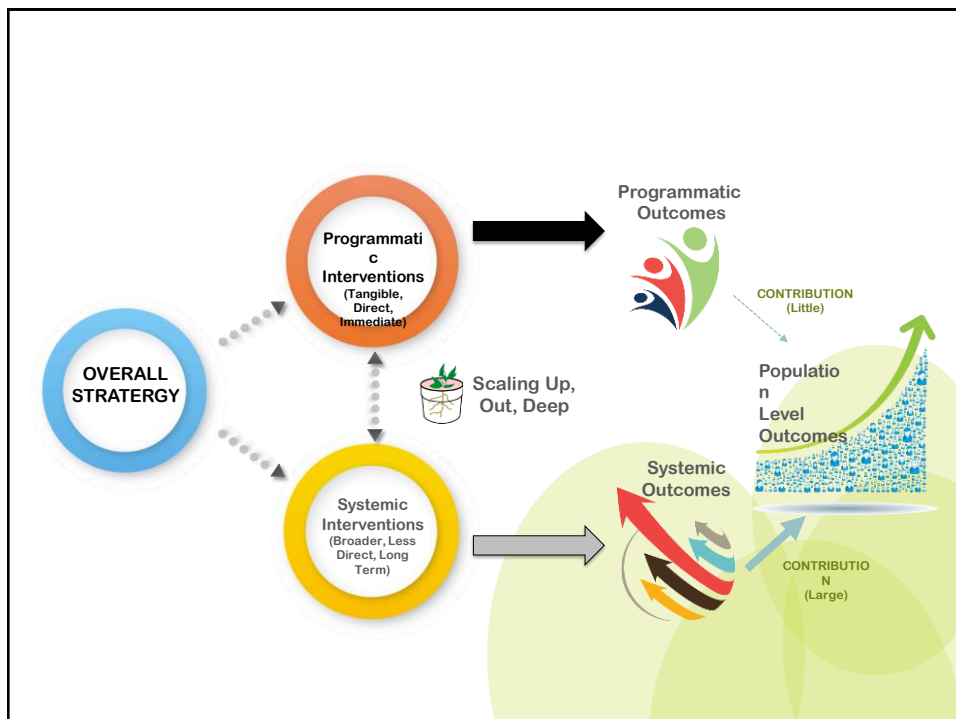
Table Group


1. What programs could you develop to help change her individual circumstances?
2. What "systems" factors would you change to assist 100,000 of her peers?

Every problem magnifies the impact of the others, and all are so tightly interlocked that one reversal can produce a chain reaction with results far distant from the original causes.

*A **rundown apartment** can exacerbate a child's **asthma**, which leads to a call for an ambulance, which generates a **medical bill** that cannot be paid, which ruins a **credit record**, which hikes the **interest rate** on an auto loan, which forces the purchase of an **unreliable used car**, which jeopardizes a mother's **punctuality at work**, which limits her promotions and **earning capacity**, which confines her to **poor housing**."*


David Shipler *The Working Poor: Invisible In America*





Programmatic
Interventions help
people **beat** the odds.

Systemic interventions
seek to **change** the odds.



Karen Pittman
Forum for Youth Investment

2017-11-13

Tamarack Institute |
www.tamarackcommunity.ca |
@Tamarack_Inst | #CCI2016

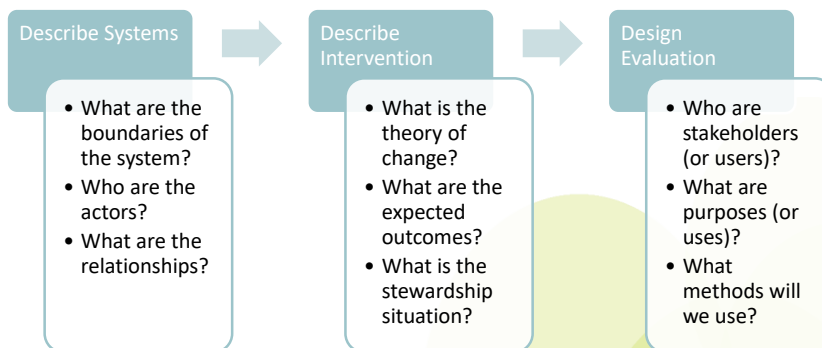
9

Evaluating Systems

#2

There are three straightforward – though not easy – micro-steps in designing an evaluation of systems change.

The Design Steps



Source: Meg Hargreaves. 2010. Evaluating Systems Change: A Planning Guide.

2.1: Describe Systems

- ✓ What are the boundaries of the system?
 - ✓ Who are the actors?
 - ✓ What are the relationships?

How Wolves Change Rivers



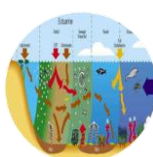


1. What are the boundaries of the system?
2. Who are the 'actors'?
3. What are the relationships?

Three Types of Complex Systems



Mechanical System



Biological System



Social System

- A system is a configuration of interacting, interdependent parts that are connected through a web of relationships forming a whole that is greater than the sum of its parts.

Characteristics of Complex Adaptive Systems ...1

Multiple & Diverse Actors

Emergent behaviours (actors reacting to each other)

Scaled & nested (e.g., neighborhood, region)

The boundaries overlap (e.g., housing, education)

Non-linear (e.g., unpredictable outcome)

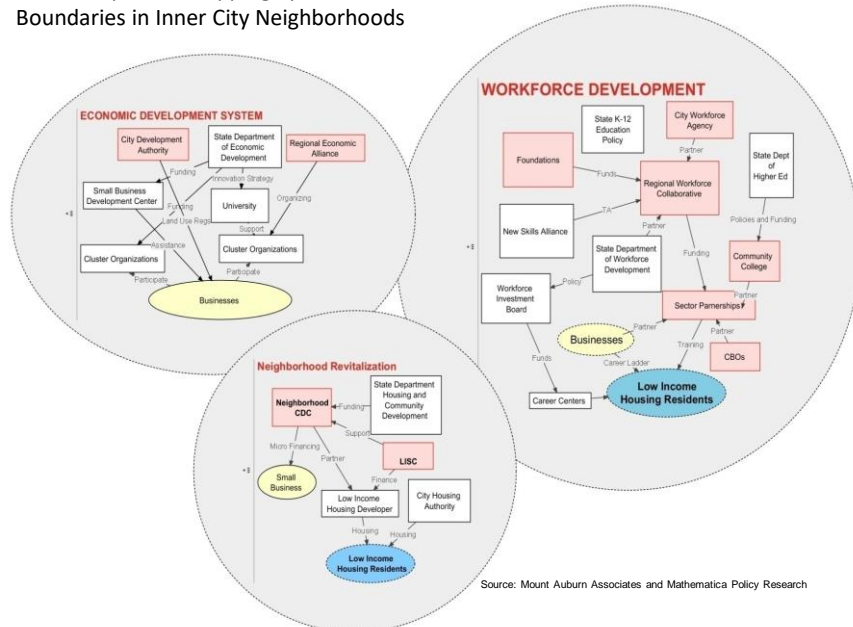
Context-sensitive (vary from place to place)

Evolutionary & adaptive (always changing)

Characteristics of Complex Adaptive Systems ...2

1. We **disrupt** – rather than change – **systems** them and the try to assist them re-organize in more desirable patterns.
2. Systems have **defence immune responses** – they often resist change
3. Changes in systems can trigger a **wide variety** of intended and unintended **effects**.
4. Systems can experience **snap back** where they return to original patterns.
5. All efforts to change systems are **adaptive** (aka, act, see what happens, adapt) and very difficult to plan much in advance.

Example: Overlapping Systems Boundaries in Inner City Neighborhoods



M.Hargreaves, mhargreaves@mathematica-mpr.com; M.Moore, marah@i2i-institute.com; P.Parsons, bp Parsons@insites.com

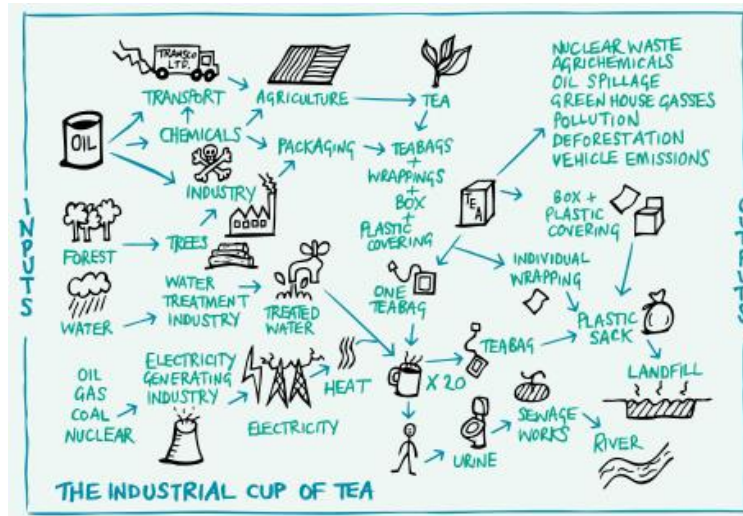
19

Pairs

- What are the **geographic** (e.g. Winnipeg) boundaries of the system?
- What are the **domain** (e.g. health, employment) boundaries of that system?
- What are the **scales** of the systems (e.g., neighborhood, city, region, province, etc.)?



Mapping Actors



Pairs

- Who are the actors in that system(s)?
- What are their respective roles?
- What are their perspectives on what is going on?



Mapping Systems



Pairs

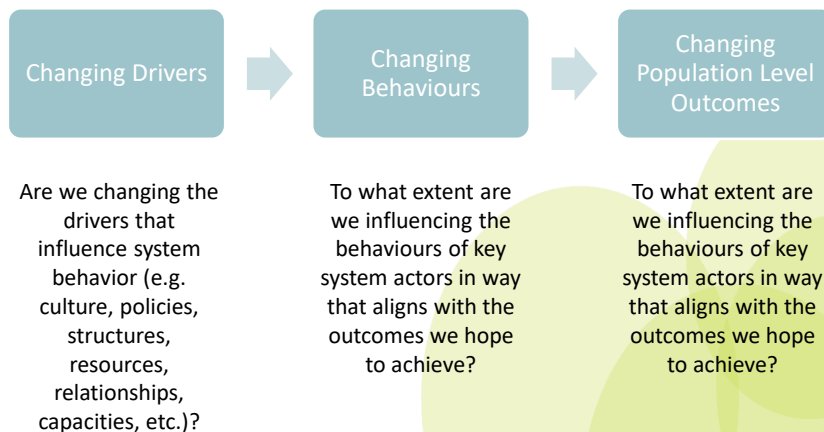
- What are the relationships between all the various parts of the system?
- How dynamic are the relationships and the different parts of the system?
 - Stable - predictable
 - Dynamic – tricky to predict.
 - Dynamical – difficult to predict.
 - Chaotic – unpredictable



2.2: Describe Interventions

- X What is the theory of change?
- ✓ What are the intended outcomes?
- X What are the stewardship arrangements?

Three Types of Outcomes (New Diagram Coming)



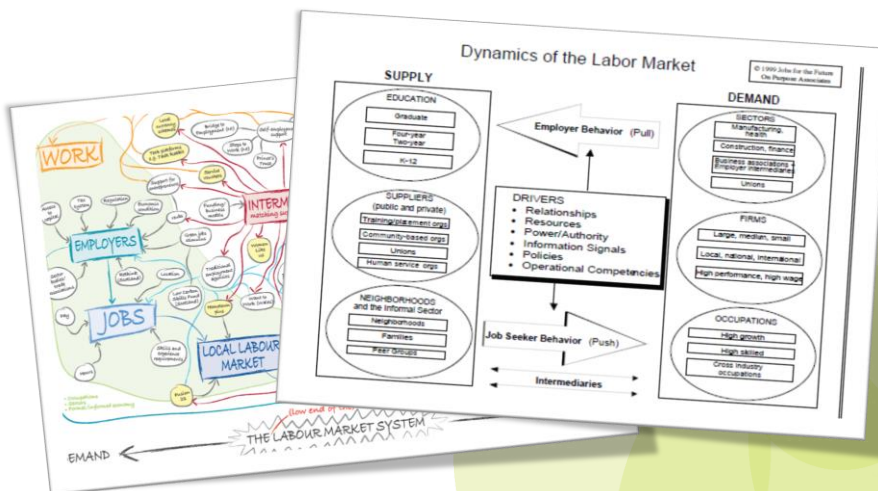
One Driver: Simple Rules



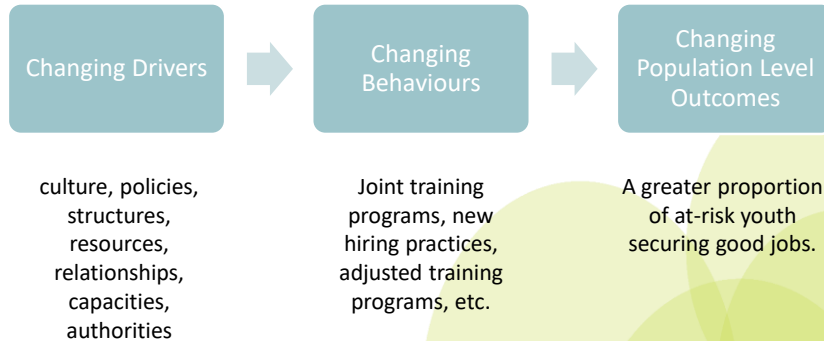
Institute |
community.ca |
#CCI2016

27

More on System Drivers



Labour Market Framework



Pairs

- What are some of the “drivers” that influence the behaviors of the system you are trying to change?

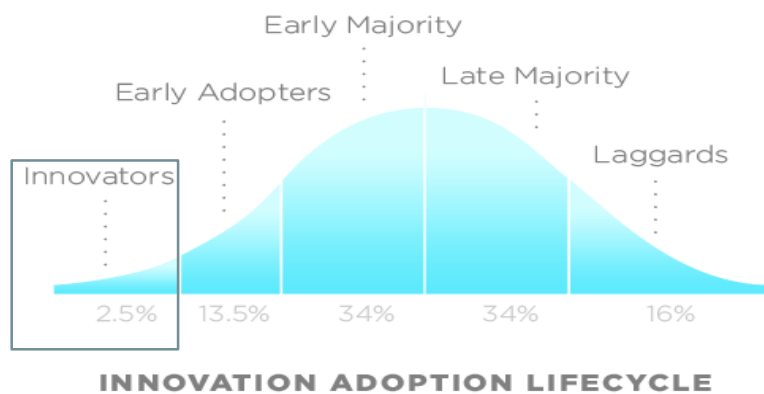




Case Study: Toronto Region Immigrant & Employment Council (TRIEC)



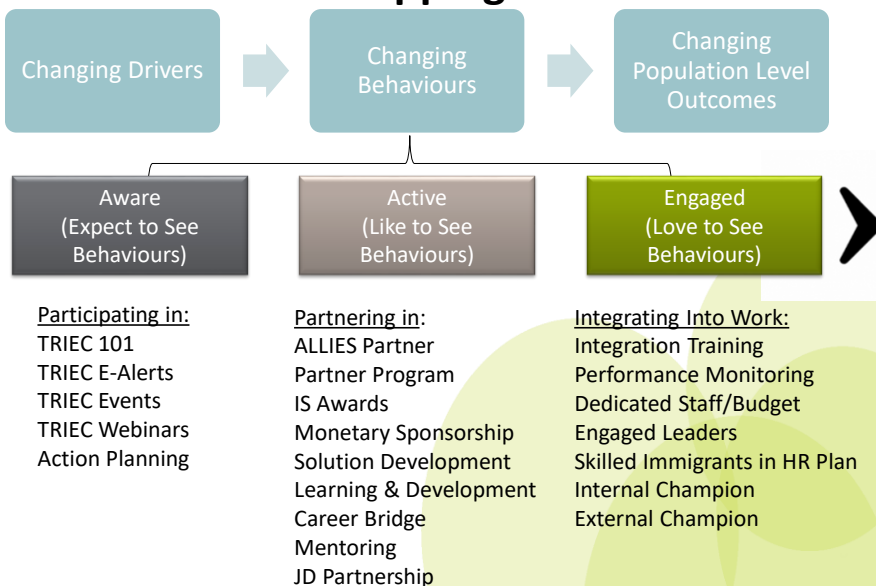
Strategy: Lets support 60 plus employers in six key sectors that hire skilled immigrants to innovate with ways to ensure skilled immigrants are hired, supported and promoted in their field of education and training.

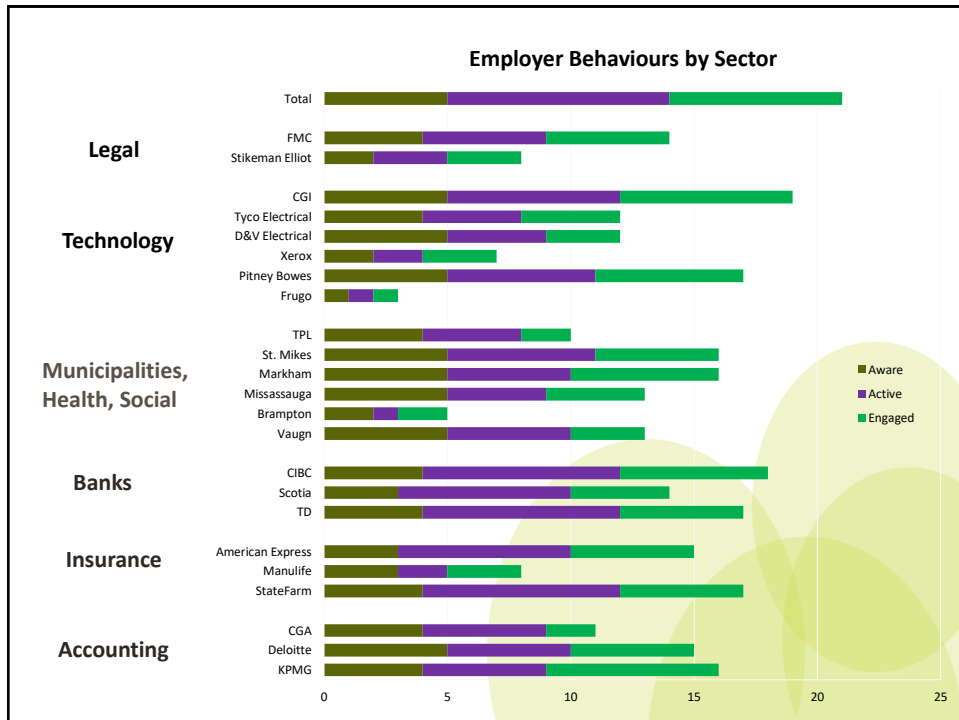


Three Types of Outcomes (New Diagram Coming)

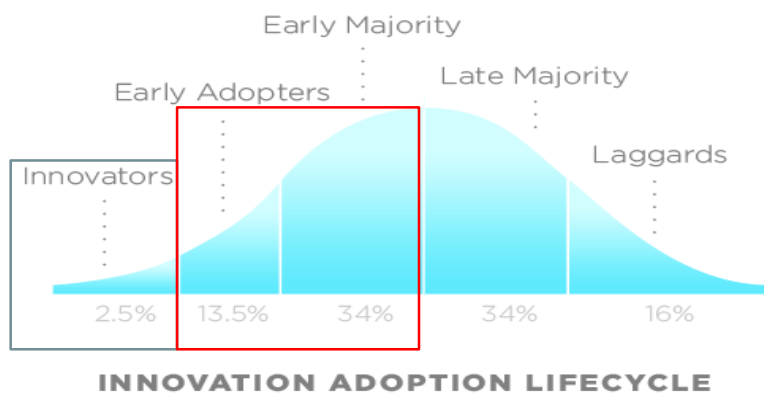


Mapping Employer Behaviours: Outcome Mapping





How do we scale our work to create the conditions for a larger number of early adopters and late adopters?



2.3: Design Methods

- X Who are stakeholders (aka users)?
- X What are the purposes (aka uses)?
- ✓ What are the methods?

Behaviour Change Methods



Most Significant Change
(e.g. Indigenous Collaborative in Prairie City)



Outcome Harvesting
(e.g. Tower Renewal in Toronto)



Outcome Mapping
(e.g. Toronto Region Immigrant & Employment Council)

Public Awareness Driver



Social Media
Tracking
(#, message,
source)



Public
Opinion
Polling
(e.g. Public
Support for
Poverty
Reduction in
Hamilton)

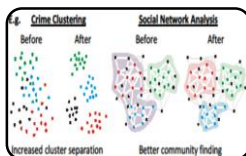


Bellwether
Evaluation
(e.g. Energy
Futures Lab)

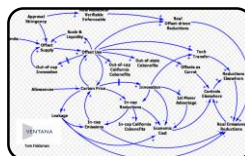


Traditional
Media
Monitoring
(e.g., Toronto
Region
Immigrant
Employment
Council)

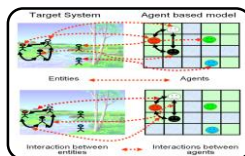
Evaluating System Relationship



Social Network
Analysis
(Relationships
between micro-
enterprises in
Appalachia).

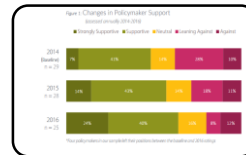
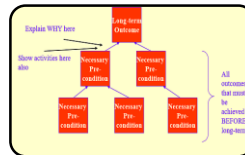


Causal Loop
Diagrams
(e.g. Gun Violence in
US Cities)



Agent-Based
Modelling
(e.g. Micro-enterprise
policies)

Public Policy Drivers



The Policy Change Continuum

(A Users Guide to Advocacy Evaluation Planning. Harvard Family Research Project).

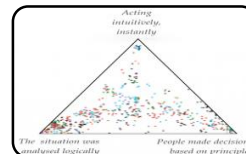
Theories of Change

(Pathways for Change: Ten Theories to Inform Advocacy and Policy Change Efforts)

Policy Maker Rating Scales

(e.g. Energy Futures Lab)

Emerging Big Data & Technology



Social Media Surveillance
(e.g., monitoring public perceptions and conversations in Thailand)

Crowdsourcing Reporting Systems
(e.g., Tracking Monarch Butterfly)

Sense-Making Software: allows for visualization and aggregation of large volumes of data.

Example: Sense-Maker



#3

The effort will require (a) **choices** about what system changes are most important to explore on (b) working within technical, financial and time **constraints** (c) a constantly **evolving** design.

Vision		Public Awareness <ul style="list-style-type: none"> • Change narrative of skilled immigrants • Method: Media Analysis • Frequency: Ongoing
A Greater Toronto Region that prospers by fully engaging the contributions of skilled immigrants.		Policy Dialogue <ul style="list-style-type: none"> • Adjust policies & regulations • Method: Case Study • Frequency: One Off
Mission		Engaging Employers <ul style="list-style-type: none"> • A Variety of Programmatic Supports • Method: Outcome Mapping Survey • Frequency: Annual
Create and champion solutions to better integrate skilled immigrants in the Greater Toronto Region labour market.		

The Key Points

1. The **case** for social innovators to change the systems that underlie tough social, economic and environmental challenge is strong.
2. There are straightforward – though not easy – **steps** in designing an evaluation of systems change.
 - Describing systems
 - Describing intervention
 - Designing methods
3. The effort will require (a) **choices** about what system changes are most important to explore on (b) working within technical, financial and time **constraints** (c) a constantly **evolving** design.

