



A Learning History

By Steve Waddell

The CARE-LAC – Institute for Strategic Clarity Guatemala Poverty Project

March 15, 2005

Based on:

Interviews with CARE participants

Colin Beckwith

Rafael Callejas

Rene Celaya

Luis Pai

Interviews with ISC team members

Jim Ritchie-Dunham

Scott Spann

and additional source materials



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The CARE-LAC – Institute for Strategic Clarity Guatemala Poverty Project

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This Document: Objectives, Basis, Structure

A Learning History of the CARE-LAC – Institute for Strategic Clarity Guatemala Poverty Project

Objectives of the document

This is a learning document rather than an evaluation, although if used well it should also achieve evaluation objectives. It aims to:

1. Provide a framework for the project participants' identification of key Tentative Lessons Learned / Observations.
2. Create a record of the project that will support adapting the approach by others in CARE.

Basis of the document

This document is based upon interviews with CARE participants Colin Beckwith, Rafael Callejas, Rene Celaya and Luis Paiz; and ISC team members Jim Ritchie-Dunham and Scott Spann. It draws from documents from CARE, meeting records, emails and other relevant material.

The document structure

A brief overview of the stages taken in the project

Learning History

Appendices

The Learning History is a two-column record where the left column describes what was done and the right column gives context and quotes. The narrative on the left side draws on interviews and project documents. On the right are observations from project participants.

Of course, this selection of voices is merely a sampling of all who participated. It is meant to be suggestive, not definitive – but it also aims to represent the varying perspectives. It is easiest to read through the left column for a stage, and then go through the right column for more detail if desired.

Following each stage section is a segment of “Questions Arising” and “Tentative Lessons Learned / Observations from the stage for further discussion.

Reading the document

This should be read as a draft, with a final version to be developed with three further sources:

1. Comments on the draft before the learning meeting
2. Discussion at the learning meeting
3. If the resources can be found, integration of surveys of the CARE participants not interviewed.

At this point in development of this document, it is good to focus upon the following questions:

- Is the information sufficiently comprehensive? Are there any inaccuracies?
- Are there additional questions? Which questions are most important?
- Are there additional lessons/observations? Which are most important?

Historical Overview of Project Stages

Stage	Activity – ISC	Activity – CARE
1. Feb. 1999 – Jan. 2003 <i>Connecting the Challenge and the Tool</i>	<ul style="list-style-type: none"> • Leading workshops with CARE International • Discussions with CARE-LAC about applying the strategic clarity methodology to poverty 	<ul style="list-style-type: none"> • Reassessment of CARE's direction and strategy • Identification of five key competencies needed to drive a new management framework
2. Jan. 2003 – Jan. 2004 <i>Preparing</i>	<ul style="list-style-type: none"> • Meeting outside Boston • Co-defining project goals and workplan • Preparing for interviews and Meeting 1 	<ul style="list-style-type: none"> • Meeting outside Boston • Co-defining project goals and workplan • Organizing financing • Identifying participants for Meeting 1 • Logistics for Meeting 1
3. Feb. 2004 <i>Kicking Off</i>	<ul style="list-style-type: none"> • Interviews • Meeting 1 	<ul style="list-style-type: none"> • Meeting 1
4. Feb. – June 2004 <i>A Lull</i>	<ul style="list-style-type: none"> • Lead in refining next steps • Preparing Meeting 2 	<ul style="list-style-type: none"> • Support in refining next steps • Logistics Meeting 2 • Identifying people to interview
5. June 2004 <i>Muddling Through</i>	<ul style="list-style-type: none"> • Interviews planned but cancelled due to strike • Meeting 2 	<ul style="list-style-type: none"> • Meeting 2
6. June – Oct. 2004 <i>Regrouping</i>	<ul style="list-style-type: none"> • Preparing Meeting 3 	<ul style="list-style-type: none"> • Logistics for Meeting 3 • Selecting and scheduling interviews • Inviting Meeting 3 attendees
7. October 2004 <i>Mapping Success</i>	<ul style="list-style-type: none"> • Interviews • Meeting 3 • Mapping 	<ul style="list-style-type: none"> • Meeting 3
8. Oct. 2004 – Feb. 2005 <i>Building Capacity</i>	<ul style="list-style-type: none"> • Interview Workshop 	<ul style="list-style-type: none"> • Workshop participation • Interviews • Logistics for December meeting
9. February 2005 <i>Taking Charge</i>	<ul style="list-style-type: none"> • Mapping based upon CARE interviews • Learning history and interviews • Systems analysis • Preparing Meeting 4 • Scope of Work Meeting 5 	<ul style="list-style-type: none"> • Meeting with 2 other CARE country reps and people interviewed • Logistics for Meeting 4
10. February 2005 <i>Setting Priorities</i>	<ul style="list-style-type: none"> • Meeting 4 	<ul style="list-style-type: none"> • Meeting 4

Learning History

What was done	Observations and Context
<p>Stage 1 February 1999 – January 2003</p>	<p>Connecting the Challenge and the Tool</p>
<p>At the turn of the millennium CARE Latin American and Caribbean (LAC) Region spent nearly two years reassessing its work and direction. At the heart of this activity were both dissatisfaction with the impact that it had on poverty and a commitment to make a recognizable contribution in the Region to the Millennium Development Goal of halving the rate of poverty by the year 2015. Doing more of the same—even doubling the scale—was not going to make a big dent in the problem. Something profoundly new was needed.</p> <p>The seeds of that something new were laid in a workshop in Atlanta in November 2001 with regional CARE staff and facilitated by the Institute for Strategic Clarity (ISC). Those who attended included LAC Regional Director Raphael Callejas and Deputy Director Colin Beckwith. The ISC approach was suggested by CARE Honduras, which used it for a systemic analysis of urban planning in Tegucigalpa after Hurricane Mitch in February 1999.</p> <p>Ironically, the workshop was seen as something of a failure by ISC President Jim Ritchie-Dunham. It aimed to introduce “systems thinking,” but the topic did not seem to take hold with most of those present.</p> <p>However, it resonated with Callejas and Beckwith. They saw a connection between their goal to address poverty and the ISC talk of “systems thinking.” CARE had to influence the whole structure of society from a strategic level by creating connections among the parts and resources. Individual organizations—even very well-run ones—could not do much to address poverty on their own.</p>	<p>2001 – December 1 CARE Management Framework for the LAC Region</p> <p>... CARE International will be a global force and a partner of choice within a worldwide movement dedicated to ending poverty.</p> <p>CARE's contribution...(is dependent on developing) five organizational capabilities: developing and promoting learning processes; influencing public policy and attitudes; expanding and deepening inter-institutional relationships; integrating within local society; and mobilizing new and diverse resources.</p> <p>2001 Managing from Strategic Clarity¹</p> <p>More than ever, key internal strategic resources are inextricably linked to each other and to the outside world. Successful leaders must develop management teams with capabilities that span across functions, organizations, and industries.</p> <p>...Systems thinking is about seeing, understanding, and working with “the whole.” It focuses more on the relationships that link the parts of the whole than on the parts themselves. (Ritchie-Dunham and Rabbino 2001)</p> <p>2001 – December 1 CARE Management Framework for the LAC Region</p> <p>The Management Framework will go into effect in January 2001. The first 18 months will represent the critical transition period during which CARE will initiate the change process. This transition period will include: socializing and gaining commitment with key stakeholders; aligning CARE's operations with the strategic orientations put forth in the Management Framework; creating the necessary enabling conditions for operating within these strategic</p>

¹ Ritchie-Dunham, J. and H. Rabbino (2001). *Managing from Clarity: Identifying, Aligning and Leveraging Strategic Resources*. New York, NY, USA, John Wiley & Sons, Ltd.

<p>Despite the generally negative reaction to the workshop, Callejas and Beckwith pursued their thinking with Ritchie-Dunham. If they wanted to apply his approach to their redirection for CARE-LAC, what would he suggest as a next step?</p>	<p>orientations; and laying the groundwork for developing and enhancing CARE's organizational capabilities.</p> <p>Colin Beckwith – Interview</p> <p>The two sessions in Atlanta were a fiasco. We had strong personalities, a whole bunch of dysfunctionality in Council dynamics between country-office and regional management units, a cultural glitch about resistance to new and different...we weren't willing to let go the way we think of the world.</p>
<p>Stage 1 Questions Arising</p> <ol style="list-style-type: none"> 1. Do the originally targeted competencies still seem appropriate? Should others be added? Has the project helped CARE-Guatemala with respect to the targeted competencies? Could more be done during scaling up to develop the competencies? 2. How could ISC more effectively convey what it can deliver? What systems methods work best with different groups? How do we determine that? 	
<p>Stage 1 Tentative Lessons Learned / Observations</p> <ol style="list-style-type: none"> 1. There were some approaches to introducing a collaborative systems thinking approach that worked well with the CARE team (i.e., world cafes) and others that did not (i.e., presenting a complete systems map without their buy-in and trust). This possibly highlighted the difference in acceptance of participative versus expert-driven processes. 2. Even with a strong initial negative reaction, strong visionary leadership can shift perceptions. 	
<p>Stage 2 January 2003 – January 2004 <i>Preparing</i></p>	
<p>This question about next steps for LAC was raised when CARE-LAC was already advancing implementation of its management framework. However, things were moving slowly and a clear model for developing the five breakthrough arenas was still not defined.</p> <p>In response to Callejas' question, Ritchie-Dunham proposed holding a two-day meeting with him, Beckwith and 12 members of the ISC. From CARE there would be no fee and no commitment other than participation. The ISC members would donate their time to workshop the issue of poverty to further develop ideas about how CARE-LAC might approach it.</p> <p>Spann designed a workshop that included role playing by the participants. They acted out the social and power dynamics, by displaying the</p>	<p>2001 – December 1 CARE Management Framework for the LAC Region</p> <p>The 4-year period from July 2002 through June 2006 represents the critical period for sustaining the change process as a result of successfully advancing the five Breakthrough Arenas.</p> <p>Rafael Callejas – Interview</p> <p>We knew that we had to change...we had described what that would look like—being an enabler of social-political processes—we needed new competencies in knowledge management, learning processes, resource mobilization, partnerships... We had an idea of our role—a part of movement—but how do you make the change from an organization focusing upon symptoms to the underlying dynamics? We need a common understanding of the dynamics.</p>

<p>attitudes between a wealthy businessman, an NGO, and a poor farmer. No one was an “expert” on poverty, and some of the ISC members had never even been to Latin America. However, by interviews and group discussions some dynamics driving poverty were raised and the strategy for CARE investigated.</p> <p>The goal was not accurate representation of the dynamics, but to generate ideas about how an analysis might be approached. The meeting further explored the CARE ideas of building a strategy that creates connections between diverse resources and organizations. As well, core concepts and assumptions were raised, such as poverty as an economic analysis that did not necessarily consider human happiness.</p> <p>The workshop sparked a follow-up dialogue with Callejas and Beckwith. The ISC met to determine who would lead the dialog from the ISC’s perspective. Ritchie-Dunham had led development of the strategic clarity approach, Scott Spann was a leading designer and facilitator of collaborative systems thinking meetings, as well as leading high-difficulty conversations, and Steve Waddell had worked extensively on societal change issues. Only Ritchie-Dunham was fluent in Spanish and the other two had no significant Latin American experience. Designing a process for CARE-LAC would have to accommodate this short-coming.</p> <p>A proposal was developed with the goal of creating a systemic analysis of poverty and CARE-LAC’s capacity to conduct such an analysis in a way that would generate action. However, the ISC was also clear that the project had a research component to learn how to integrate societal change concepts, the strategic clarity methodology, and collaborative systems thinking.</p> <p>A distinctive quality of the proposal was that ISC was not providing any substantive expertise on the topic of poverty. Rather, it would provide a process to help participants develop an analysis of poverty. The core of the strategic clarity methodology is to “map”</p>	<p>February 24-26, 2003 Colin Beckwith, CARE</p> <p>“Take Aways” (from the ISC Workshop) for CARE in the LAC Region included recognition of the need for and value in an Organic Process of Migration from... ...predominantly “doer” role to a balanced “doer – facilitator/enabler” role; ...independence to interdependence amongst social actors, their efforts and resources; ...assessing discrete components to assessing the systemic interplay amongst components; ...economic to humanistic perspective of poverty and poverty reduction; ...consensus decision-making to collaborative joint action; and ...operating to “flocking” principles.</p> <p>February 6, 2003 ISC</p> <p>ISC and CARE...are interested in forming a <i>community of practice</i> and/or <i>knowledge community</i> to explore and deepen our understanding of the system and structural nature of poverty...</p> <p>November 11, 2003 Letter from ISC to CARE-LAC</p> <p>CARE has recognized the need to address poverty as a systemic issue, closely coupled to the issue of social injustice. This approach requires that CARE, collectively:</p> <ul style="list-style-type: none"> • Come to <i>understand the fundamental dynamics of poverty and social injustice.</i> • Use this systemic understanding to <i>determine strategies for intervening</i> in this dynamic. • Use their emerging role as a facilitator/enabler to <i>enroll others in designing and executing these strategies.</i> • All the while <i>migrating their existing organization</i> from its historical role of “project manager providing social services to local populations” to <i>its new role</i> as dictated by this systemic understanding (possibly that of a broker/facilitator). <p>As a community, this will require that the CARE organization and its stakeholders</p> <ul style="list-style-type: none"> • <i>Exchange their collective experience/information</i> regarding the fundamental dynamics of poverty
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<p>relationships that generate a “system”—in this case—the causes that give the outcome of poverty through a collaborative process with CARE and others.</p> <p>The initial proposal was to test and refine a design intended to reach a large number of people with facilitated meetings through the following steps:</p> <ol style="list-style-type: none"> 1. Work with the core team to identify the question(s) that, if answered, would demystify the persistence of poverty. 2. Distribute the questions with local facilitators to small and large groups for discussion. 3. Share the insights through a web-based process for further feedback. 4. Map the relationships between factors raised in the discussions. 5. Have a CARE representative share the maps with people from the discussions. 6. Integrate the feedback into a further analysis and development of metrics. 7. Follow-up with dissemination and further capacity-building. <p>The initial proposal was to work with an issue group—Education—based in CARE’s global Atlanta headquarters and a country office. However, in June 2003 Beckwith became country director for CARE-Guatemala, specifically in order to help develop a systemic strategy. Guatemala became a natural sponsor for the country group. The idea of a parallel issue group was dropped because of cost and logistics. In November 2003 the proposal was for a 4-1/2 month project that called for use of videos and facilitators to engage a large group of stakeholders through meetings where the core questions would be discussed. Organizational learning and metrics were included.</p> <p>For CARE-Guatemala, Luis Paiz Director for Programs was put in charge of the ISC process although Beckwith would participate. Eight other participants from CARE-</p>	<p>and social injustice.</p> <ul style="list-style-type: none"> • Come to shared understanding regarding this dynamic. • Explore the personal and professional implications of this new understanding. • Decide, at the individual and organizational levels, what role they are willing to play in the emerging CARE. • Come into alignment regarding their collective approach to reducing poverty by 50% by the year 2015. <p>2001 <i>Managing from Strategic Clarity²</i></p> <p>Causal mapping provides a language and a method for merging and clarifying the understandings of “individuals” into a single model. “Causal maps” show the cause-effect linkages between two actions, integrating the decision goals and control information about actions with corresponding actions. (Ritchie-Dunham and Rabbino 2001)</p> <p>(the) Managing from Clarity methodology structures the building of the first cause-effect map integrating the following five areas:</p> <ul style="list-style-type: none"> Goals focus on why the system exists. Resources focus on the resources needed to achieve the goals. Actions focus on how to most leverage these resources. Structure focuses on how the resources and action interrelate. People focuses on how to bring the system to life. (Ritchie-Dunham and Rabbino 2001) <p>Colin Beckwith – Interview</p> <p>We talk about the group as a pilot process responding to CARE-Guatemala concerns, as well as regional and global...this is not just for the core team, but they will take it to the rest of the organization.</p> <p>Luis Paiz – Interview</p> <p>I originally heard about it as the process started in Atlanta, and I was excited about systems thinking. In</p>
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² Ritchie-Dunham, J. and H. Rabbino (2001). *Managing from Clarity: Identifying, Aligning and Leveraging Strategic Resources*. New York, NY, USA, John Wiley & Sons, Ltd.

<p>Guatemala were also identified. They were chosen to get perspectives from different parts of the organization and for their ability to think systemically. The goal was to have a microcosm of CARE in the room; an individual from Finance, for example, was included.</p>	<p>previous experiences, particularly with Doctors Without Borders in Chiapas, we built a chart with arrows and logical paths connecting issues.</p> <p>I looked for people for the team who were able to think differently and at least share some ideas and ability to connect dots and articulate links...</p> <p>Jim Ritchie-Dunham – Interview</p> <p>This isn't a consulting process, but a research intervention to see if it has impact...that's been very difficult to keep the link because of the difficulty of the intervention.</p> <p>Scott Spann – Interview</p> <p>If we (ISC and CARE) had sat down together for a day or a day and a half, it would have really accelerated the process. A lot of the problems were "what do you mean by that."</p>
<p>Stage 2 Questions Arising</p> <ol style="list-style-type: none"> 1. Were the research goals and people's roles and the steps to achieve them sufficiently well defined? 2. Should the issue (Education) pilot be reconsidered? 3. Should other issues have been considered in identifying the CARE-Guatemala team? 	
<p>Stage 2 Tentative Lessons Learned / Observations</p> <ol style="list-style-type: none"> 1. An analysis should be undertaken of the cohesiveness at the national level of the CARE team in order to determine the appropriate design. 2. For the CARE team to look for people who can "connect dots and articulate links." The team should be about 8-10 people from various units, have diverse perspectives and be in mid- to senior-levels of the organization, and include people from the field. 3. Project design should be done in a face-to-face meeting. 	
<p>Stage 3 February 2004 Kicking Off</p>	
<p>Over a year passed between the ISC meeting and initiating the project in Guatemala. The project design had gone through many iterations, to finally end up with four steps:</p> <ol style="list-style-type: none"> 1. Individual interviews and an initial meeting with a CARE-Guatemala team to introduce large systems thinking, develop a collective reference behavior pattern and design the process; 2. Interviews with other stakeholders and a second meeting including them to clarify 	<p>Circa 2002 CARE–Guatemala Brochure</p> <p>CARE-Guatemala began its work in 1959 distributing food among primary school students. Gradually, the organization became involved in providing solutions to Guatemalans interested in improving their living conditions.</p> <p>To date, working with local partners, CARE has implemented Mother and Child Health, Reproductive Health, Water and Sanitation, Forestry and Natural Resources, Village Banks, Girls Education,</p>

<p>and validate data gathered;</p> <ol style="list-style-type: none"> 3. A third stakeholder-CARE meeting to develop a draft “poverty systems map” that identifies relationships between resources and goals; and 4. A fourth stakeholder-CARE meeting to define a refined map, identify key leverage points and collective next steps in developing the leverage points. <p>The design aimed to engage all the participants intensely so they understood the analysis as theirs rather than that of outside experts—the ISC simply provided the process to support participants’ analysis.</p> <p>Everyone was aware that the North American gringos would not be easily accepted by the CARE-Guatemala team. The first connections would be critical. Therefore, Spann first interviewed each of the Core team members for an hour. Ritchie-Dunham translated during some interviews, although his key role was capturing the interviewee’s understanding with notes.</p> <p>The interviews were critical for establishing rapport and a foundation of mutual respect and trust. They were framed around the question of the group’s (CARE-Guatemala’s) and individuals’ goals rather than poverty. The core question that Spann asked was, “What do you care most about in the world?”—with “caring” being key. The other two questions were:</p> <ul style="list-style-type: none"> • If we approach the world in that way, would it enable the group to be successful? • How does the group have to change and how do individuals have to be different to achieve success? <p>To ease concern about numbers, it was decided that Waddell would not participate in the team interviews. Rather, he interviewed two people who his network had identified as well-placed in Guatemala change circles. Elena Diez who led a huge dialogue initiative for the United Nations</p>	<p>Strengthening of Civil Society and Marketing Projects. CARE has worked with approximately 341,714 beneficiaries.</p> <p>February 13, 2004 Planning Meeting Notes</p> <p>(Desired) Outcomes (of the initial meeting):</p> <ol style="list-style-type: none"> 1. commitment of the core team to the project 2. understanding current goals/priorities and needs of CARE staff to reach them 3. understanding where they are vis-à-vis the poverty alleviation goal 4. understanding of how to bring alignment between 2 & 3 5. understanding how to achieve the goal(s) 6. who to involve in next stages—stakeholders and staff 7. key questions for next stage work...what stakeholders/staff have to be asked <p>Jim Ritchie-Dunham – Interview</p> <p>In the interviews it was very much “who do these English-speaking white guys think they are, asking these types of deep trust questions?”</p> <p>Scott Spann – Interview</p> <p>One-on-one interviews were critical for establishing rapport and trust...we really need that up front and to get sensitized to the issues. There was a big issue of credibility. There were times in the interviews when people made me weep...it is important to have that level of human contact and connection.</p> <p>Jim Ritchie-Dunham – Interview</p> <p>The original proposal involved much more data collection...what we found was a much less cohesive group...great individuals doing work on their own but little national-level interaction.</p> <p>Luis Paiz – Interview</p> <p>Once the team was in the room with the first meeting and we explained what it was all about, I saw some of them get quite excited, some wondering “I don’t get it, but I’ll try.”</p> <p>Rene Celaya – Interview</p> <p>I was always asking myself: What does this mean beyond Guatemala, for the Region?</p>
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and Rodolfo Paiz (no relation of Luis) who was among the country's most wealthy families, close to the government and very interested in community development. Both said that CARE-Guatemala did not appear a significant actor in the country's large change networks.

The first full project meeting followed the day after the interviews were completed. The team gathered for two days on the outskirts of Guatemala City in a Catholic retreat center among pine trees. The CARE-Guatemala and ISC participants were joined by Rene Celaya from the CARE-LAC office and CARE researcher Kathy McCaston. Their presence reflected the regional and global CARE interests in the project.

Spann coached Paiz and Beckwith to model openness and willingness to be emotionally vulnerable. The day began with a request that people think back to the events and influences that led them to a personal commitment to addressing poverty and injustice. People were very personally revealing, and for the first time for many they shared tales from their lives—many with horrors—that spurred their passion and drive.

The meeting did not focus upon “poverty” per se. Rather, the group was encouraged to think more broadly about their visions and aspirations for their country. Much of the first meeting focused upon development of a collective depiction of the country's experience over time with a tool called “Reference Behavior Pattern.” Through small and full group discussion the team developed a chart of trends over the past twenty years—roughly a generation—and projected them out for the next twenty years in response to the question “How has the scale/amount of poverty in Guatemala changed?” (See Appendix A.) The concept of “self-determination” arose as particularly important, and the question became reframed with respect to it.

Particularly painful was the group

Colin Beckwith – Interview

I watched people's brains grapple with the behavior over time chart...interesting how it was difficult to grapple with, which highlighted that was a new way of thinking for people...we got different world views on the floor...conversations we hadn't had up to that point. The historical perspective skewed people's ideas about where the country is going...there were very diverging opinions.

Luis Paiz – Interview

We were all very involved emotionally—it wasn't just about work—and I remember one of my team members was crying. We don't usually share things...the way we were asked to think of something personal, we were asked to think about the first time that we decided to dedicate part of our life to address poverty...it was so clear that everyone came with these strong emotional moments in our life. I hadn't spoken before about that. It was very revealing, and I found out it was a long time ago when I was a kid and that was a discovery for me. After this exercise...it put everyone on the same page, really willing to talk deeply.

Meeting Record

- Aspirational goals are needed to create energy, and visioning the absence rather than the presence of something will not generate energy. – *Scott Spann*
- It took time to discuss what we want in terms of something produced, and not in terms of something what we want to reduce or end...if people are poor, we understand our work...but how would those people work well in the future?” - *Participant*
- We satisfy our basic needs and with that we have a dignity of being...and this led us to explore with other concepts—dignity, respect for being different, freedom of the human being...not what I want the other person to be, but what he wants to be. – *Participant*
- Happiness is one term that came up...someone in a village got up and said “we are not poor—see the view of the mountain and river—we have problems but the word “poverty’ is not in our minds.” They were happy. – *Participant*

Scott Spann – Interview

It was really hard to get them to play, and be playful.

conclusion that the state of the country was on a downward trend. And it was not simply a gentle downward trend, but a steep one. Balanced against this was an upward trend of improvement, particularly from 1996 with Guatemala's peace accords that ended decades of civil war and an election in 2001.

What direction should the trends take, if poverty is to be effectively addressed? The mirror opposite of the downward trend was identified. The challenge of shifting away from the projected reality to fill in the gap with the desired reality described the enormity of the task.

After drawing the reference behavior pattern, the group discussed:

- What are the implications of a change of this magnitude? What must change? Individually? Organizationally? Societally?
- What are our greatest hopes and fears?
- What questions do we need to be able to answer in order to make a change of this magnitude?
- Who do we need to involve, and how, in order to answer these questions?

One strong image that arose was the need to be like yeast—growing and changing. By the end of the meeting participants had developed their own analysis of poverty. It had all begun by asking what people cared most about, which provided a foundation of energy and passion.

Rene Celaya, CARE-LAC – Trip Report

(We) explored how we understand poverty and developed a flow chart of 5 issues that were consistent across our small group reflections. We used these issues and this draft chart to determine in a positive way what we and the organization seek. A number of themes arose, including dignity, needs, etc. For the purpose of the Reference Behavior Pattern exercise we selected “self-determination” as the issue to plot subjectively against time for Guatemala using one generation as the distance we analyzed into the past and into the future. We expressed the issue of self-determination on a scale from 0 to 10 where 10 was “Real Democracy and Justice” and 0 was “Slavery”.

Meeting Record

Core Questions:

- a. How do we distribute opportunities equally?
- b. How do we humanize the social/economic tendencies?
- c. How can we construct a world where others fit in?
- d. How do we empower communities so they have political fortitude?
- e. How do we strengthen family economies in ways that also strengthen the communities?
- f. How do we build the world we want from existing differences?
- g. Have we as CARE contributed to poverty's increase?
- h. How could we promote a national alliance for all to become responsible to fight poverty?

Jim Ritchie-Dunham – Interview

I was shocked at the difficulty in bringing very different research perspectives of Steve and Scott together...it seemed so crystal clear to me...I have a lot of trust, respect, understanding of the literatures and thought processes of these different perspectives (individual/personal and collaborative/Intersectoral and systemic) and it's been very difficult to align these perspectives.

Scott Spann – Interview

We assume that people care most about what is part of the group goal. “So if we approach it in this way, would that enable the group to do X?” In addition to asking how the group has to change, ask how the individuals have to be different.

<p>Stage 3 Questions Arising</p> <ol style="list-style-type: none"> 1. How does the original design compare with the one implemented—better? worse? Some points that should be explored further? 2. Should the Core team be just CARE at the beginning? 3. How can the work be better integrated into the current work of CARE staff, so it gains legitimacy and does not become an “add-on”? Should it be tied to a current activity? 4. How can we encourage a deep sense of sharing in the scaling up? 	
<p>Stage 3 Tentative Lessons Learned / Observations</p> <ol style="list-style-type: none"> 1. An initial analysis of CARE’s social networks would clarify the amount of effort that will be required to develop relationships to participate in next steps. 2. “Poverty” is a problematic concept for the RBP approach. There must be a positive aspirational goal rather than one that seeks to “remove” something. 	
<p>Stage 4 February – June 2004 A Lull</p>	
<p>The ISC team left with the understanding that there were clear follow-up steps and that a second meeting would be imminent. This second meeting would bring diverse viewpoints with non-CARE people into the room. The CARE team would come up with key questions, identify who would be involved in the process and why, and undertake interviews with and recruit stakeholders for the second meeting.</p> <p>Following the February meeting, the project was summarized as focusing upon three activities:</p> <ul style="list-style-type: none"> • Stakeholder participation and information sharing regarding the nature of poverty with a 2-3 day workshop of 25-50 people to: <ul style="list-style-type: none"> – Gain a broad perspective. – Begin building CARE’s collaborative capacity. • Creating a systemic representation of the nature of poverty with a 1-2 day stakeholder meeting to: <ul style="list-style-type: none"> – Create a consensual systemic analysis. – Develop understanding among stakeholders of their roles in creating poverty. – Engage with a deeper understanding of the collaboration necessary to affect poverty. 	<p>Jim Ritchie-Dunham – Interview</p> <p>We were supposed to go back in April...the delay was exceedingly painful. I started to realize that Luis did not feel comfortable planning over long-distance teleconferences in English. Everyone had good intentions, but we didn’t have the right structure. So I took on project leadership because I was the team member with time, Spanish fluency, and an understanding of the integration of the consulting and research aspects.</p> <p>February 12, 2004</p> <p>Scope of Work Agreement</p> <ol style="list-style-type: none"> 1. Individual inquiry/insight into the nature of poverty 2. Collective inquiry/insight into the nature of poverty 3. Exploration of the personal, institutional and societal implications of resolving/not resolving poverty 4. Generating and “internalizing” a systemic understanding of the nature of poverty 5. Identifying “my contribution” to resolving poverty within this system 6. Developing metrics/feedback mechanisms to inform “me”/us re: progress toward the resolution of poverty 7. Developing the ongoing capacity for inquiry, response, feedback and learning

<ul style="list-style-type: none"> • Understanding, analyzing, and measuring interventions in the “system” of poverty with two 1-2 day meetings immediately following one another to: <ul style="list-style-type: none"> – Identify high leverage intervention options. – Understand impact of the options upon stakeholders and their roles. – Identify metrics. – Develop collective agreement about collaborative actions. <p>The next important task was to identify stakeholders and enlist them in the project. The vision was to explore ideas about the sources of poverty from the perspective of “the whole system”—that is to say, all the distinct and important voices in the country.</p> <p>To address this task, the CARE team identified some people and Luis Paiz spent considerable effort contacting them. The project required CARE to reach out to national leaders where their historic connections were weak.</p>	<p>Scott Spann Letter to Luis Paiz</p> <p>We would normally recommend that these phases be conducted no less than four, but no more than six weeks apart. It is our understanding that the demands on the Guatemala staff may not allow for that.</p> <p>Luis Paiz – Interview</p> <p>A main problem is that we’ve been working in two different worlds: our reality and our dream...the question is how to build our dream based in the reality right now. The main problem is to take it into consideration that this process has to be well planned and that people will wear two shirts at one time...try to dedicate 30% of the team members’ time, between events it demands a lot of time and dedication, talking to people...and everyone should understand that things will be put on hold.</p> <p>ISC to CARE Stakeholder Selection Criteria</p> <p>By creating interactions and dialogue between very diverse people, we will be able to challenge stereotypes that often cloud perspectives and greatly deepen understanding to create a shared reality. To help you think through the diversity of possible stakeholders that you could invite to participate in our investigation and meetings, we provide the following list:</p> <ul style="list-style-type: none"> – small farmers – large farmers/plantation owners – business – large – business – informal – national government – elected representative – national government – departments/ministries dealing with poverty – local government – elected representative – local government – staff – religious – Catholic – development organizations – UNDP – women – ethnic groups – youth – elders <p>Likewise, you might consider the following criteria for those asked to participate:</p> <ul style="list-style-type: none"> – Be concerned about the issue of poverty alleviation. – Be reasonably articulate.
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	<ul style="list-style-type: none"> – Be interested in listening to others’ views. – Be preferably seen as a “leader” within their stakeholder group. – Be willing to participate in the process.
<p>Stage 4 Questions Arising</p> <p>1. How critical is maintaining the four- to six-week interval between meetings? If it is critical, what needs to change to realize it next time?</p>	
<p>Stage 4 Tentative Lessons Learned / Observations</p> <p>1. CARE should arrange for people to reduce their regular workloads in order to participate in the process more intensely.</p> <p>2. If CARE does not already have relationships with people at the national level, a strategy needs to be developed to engage them or the project should start at another level and work up to the national.</p>	
<p>Stage 5 June 2004 Muddling Through</p>	
<p>Meeting 2 was supposed to be preceded with interviews between the ISC team and key stakeholders in the poverty system. Some interviews were lined up, but a national strike paralyzed the city for two days exactly when the interviews were to be held. After much discussion, the team decided to go ahead with the meeting of the CARE team and whatever stakeholders would come—partly out of feeling of obligation and partly with belief that some useful work could be done.</p> <p>The meeting began by bringing back the work from February with the RBP chart. The goal of having a big impact upon the system of poverty was re-introduced. The RBP focus upon self-determination and the poverty issue were tied by defining the “system of poverty” as comprising all the people and organizations that influence the ability to realize self-determination. The following work focused upon investigating who those are.</p> <p>“Self-determination” arose as a particularly important issue for the participants. Attempts were made to develop metrics around components of this, including “freedom to be and to chose my life’s path” (relation with the self); “respecting each other’s equal dignity to choose” (relation to the other); and “capacity to contribute to the interdependent whole” (relation to the whole).</p> <p>The meeting ended with a “conditional close.” People were asked to rate on a scale of 0 to 10—</p>	<p>Colin Beckwith – Interview</p> <p>Getting 25 people in the room who are not on your payroll is a challenge...if we had closer relationships it would be easier to coordinate calendars.</p> <p>Luis Paiz – Interview</p> <p>After the meeting I realized that I had my own interpretation...I thought I would invite the usual people who have similar perspectives, dealing with poverty, from NGOs, and then when I saw those people in the meeting I realized I wasn’t able to see the added value of many of them...we have 24 people almost seeing the same thing...we could cut it to 10 and have the various perspectives.</p> <p>Also I didn’t have social ties with the other people...so I had to start from the beginning. If we had done it at a local or regional level, I’m sure we have strong links...we don’t have many at the national level and this is a problem we’ve been facing...</p> <p>Scott Spann – Interview</p> <p>Neither Colin nor Rafael were at the meeting, and they had so much contextual understanding...it was too quick of a transition to Luis. We didn’t get the right people in the room, and we got a lot of others—students had to be chased out. We had to make something</p>

their confidence that the process would finally take them to where it aspired to go. The initial ratings were not strong. Spann asked people what it would take for their ratings to increase. A large part of the hesitation was over whether they had accurately captured the diverse views of society accurately. They wanted to hear from more people, and have more of the power realities and historic context brought in. If that could happen, the participants would have much more confidence they would achieve their goals.

Initial Ratings	
Score	Votes
8	2
7	11
6	2
5	3

up—we would have been better off just to cancel. People left deflated in comparison to February.

**Rene Celaya, CARE-LAC
July 8, 2004 Trip Report**

The stakeholders identified and who participated in the workshop were “insufficient to create a robust representation of the system of poverty.” Civil unrest also prevented the consultants from performing the preliminary interview with key stakeholders.

(The approach to self-determination) helped the group to understand the concepts behind the example, (but) it did not build ownership or commitment to this approximate definition from new and external participants. Nor from CARE returning participants who considered this first definition to be an example with which we were to practice the development of metrics. I am not certain if the CARE participants are comfortable or committed enough to that definition.

Meeting Record

It’s important to bring the actor here...but it’s also their representivity...what criteria will we have to say they represent a groups’ views? – *Participant*

And in political relations in the context of peace and dialogue the wealthy reduce development to their development. – *Participant*

Stage 5 Questions Arising

1. Originally the first meeting was to more clearly identify the stakeholders for Meeting 2. Could anything more be done to achieve this, given time ran out in Meeting 1?
2. Should the analysis begin with a set of stakeholders with whom CARE already has good relationships—perhaps at a sub-national region?

Stage 5 Tentative Lessons Learned / Observations

1. Ensuring the right stakeholders are identified requires significant effort.
2. Significant participation of the right stakeholders is possibly not attainable at this stage.

Stage 6 June 2004 – October 2004 Regrouping

In July the joint ISC – CARE leadership took stock and concluded a redoubled effort was needed for the project to be successful. There was a review of the key tasks and

Scott Spann – Interview

We were in a bad place...the project needed to get expectations reset. We needed to go back to proving

<p>roles and responsibilities were clarified. People committed to putting more time aside for reflections and learning. Luis formed a Design team with the stakeholders and the CARE team and developed a new list of stakeholders based upon their deepened understanding of what was needed. They came up with a list of 76 people, which they then prioritized.</p> <p>Differences about timing of actions to support further scaling up arose. Celaya felt it was important to bring people outside CARE-Guatemala into the process for the next meeting, but Spann said it was too early. A separate meeting with them would be organized after.</p>	<p>the core process...demonstrate the validity of the tool and not expect much more...how the tool could be used. And then there was the unilateral decision about bringing in other people from CARE...we had to say that we couldn't handle new people and needed to renew the team before we advertise to the world.</p> <p>Colin Beckwith – Interview</p> <p>Around meeting 2 we also realized a lot of confusion between the ISC, CARE-Guatemala and CARE-LAC about who was responsible for which product and report-out.</p> <p>Luis Paiz – Interview</p> <p>I was able to shake hands, and speak about the dream we have in CARE, I saw the change in the attitude of the people, and of course I asked for advice from people I know and that was very rich and that allowed us to be very selective...so if I have 7 guys from the private sector, who should be in the room? I had to call them personally, explain the whole thing, visit them personally...so I learned we are really creating an interesting pool—not yet a network—of people...they belong to such different perspectives and sectors and I realized they were willing to sit together, they were really open and interested, and I realized it is such a power having these guys in the same room.</p>
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<p>Stage 6 Questions Arising</p> <p>1. What would a scaling-up strategy at this stage look like? Why was there not a clear collective strategy at this point?</p>	
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<p>Stage 6 Tentative Lessons Learned / Observations</p> <p>1. Roles and responsibilities need to be reviewed and more clearly defined.</p>	
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<p>Stage 7</p>	<p>October 2004</p>	<p>Mapping Success</p>
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<p>What does it mean to be clear within a complex system? At a meeting in October the CARE team was brought back to the central question with respect to building a systemic understanding of the underlying causes of poverty. The big challenge was to really listen from people outside of the team's normal circles of interaction.</p> <p>This time a more extensive stakeholder interview schedule was established with 14 people. This included people from the military, academia, government,</p>	<p>Scott Spann – Interview</p> <p>We got the right people to interview, but not enough of them. The church (person) cancelled and we missed the colonial mindset and racism. The strategic intelligence guy gave us the brochure version of the world.</p> <p>Jim Ritchie-Dunham – Interview</p> <p>When we described what people said in the interviews, with some interviews such as with the military, the response (of the CARE team) was disbelief, incredulity...but by the end of the morning of</p>
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<p>developmental agencies, the Mayan movement, and the private sector. The questions asked were:</p> <ol style="list-style-type: none"> 1. What is your personal vision for Guatemala as a country and for your community? 2. Speaking in your present role as a leader, what is the goal of its organization? 3. What are the top 3 to 5 things that you must be able to do to achieve this goal? <p>The first of the three days of meetings began with the presentation of what the stakeholders interviewed said about poverty through a “map.” The CARE team found the attributions hard to believe. How could an army person actually talk about love? The ISC team role played the interviews to demonstrate how hard questions were asked and how the stakeholders responded.</p> <p>The second day people became engaged and had fun. They played with the individual maps and adopted names for them, such as “the fish,” based upon its design. (See appendix B.) The ISC team decided they needed to make a breakthrough with the maps—create an environment where people “owned” them and felt comfortable with them. As the meeting progressed, the idea arose that the people would tell the stories of their own individual maps. <i>And</i> that the next day when outside stakeholders would join, the CARE team would facilitate the explanation of their maps to them. This would test and develop CARE’s internal capacity to work with the maps.</p> <p>The third day began in high spirits. People gathered before the meeting on their own to tell the story in their maps. The CARE team was deflated when only 5 of the people interviewed joined them on the third day. However, the day was a success. When one of the guests said he did not see what he said represented on the map, the CARE team had little difficulty in persuasively explaining where his views were represented.</p> <p>The systems map was comprised of three “subsystems”—which can be thought of as critical drivers of poverty. One is the</p>	<p>the next day they could say “I believe that you believe they were that way, and that they believed it. You accurately captured how some of the progressive military feel, but you have to bring in hard-liners to get the complete perspective.”</p> <p>Scott Spann – Interview</p> <p>They gave us too many interviews in too short of time and we worked really late hours—one at 9pm...my quality goes down.</p> <p>The CARE team got back together and didn’t like us for the first day. The map wasn’t the accurate truth, but only one way of looking at the work...it’s enough to get us started on our quest.</p> <p>There was fear to be wrong and they weren’t willing to take risks (when it came to them explaining their maps). They wouldn’t volunteer—I had to put their names on paper and put them in a cup and then draw a name.</p> <p>Luis Paiz – Interview</p> <p>I remember our difficulty (at the third meeting)...to leave our own mental schemes, our own feelings and beliefs—political, economic. We faced strong difficulty in understanding others’ opinions, especially those who have played a role in the civil war. When Scott was explaining the part provided by the army guys...it meant understanding they are human beings and have a vision...that was very difficult, for us to hear and accept—these guys played a key role in the massacre in our countries... It was the same with the private sector... (person X) with the private sector played a key role in the war and everyone knows his family is trying to evade paying taxes. So when you hear this nice story...</p> <p>We had a very critical moment there, and Scott and Jim were able to identify it and say “Hey, what’s going on here?” And after we understood it was trying to put on the other people’s shoes...you don’t have to leave your own ideas, but it’s trying to understand what they’re saying and trying to respect what they’re trying to say.</p> <p>Then the next day was easier. It was so clear. I saw it and “now I get it!” It allows me to understand not only the individual part with the army guys...but when I saw the meta map—wow.</p> <p>And after we did exercises to play with the map and there were some confusing points...I tried to explain part of the map and that was quite an experience...I</p>
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<p>traditional focus of poverty analysis— economic development. A second was particularly important for Guatemala given its history—security. The third had resonated as a key theme since the first meeting—self-determination. For each subsystem the meeting identified critical questions and ideas to investigate. For self-determination these included:</p> <ul style="list-style-type: none"> • Let’s find unity in diversity to construct our identity, a national inter-cultural vision that’s inclusive, participatory and legitimate; • What does it mean to be “Guatemalan?” Is it “an” identity or “various” identities? • What influences the colonial mentality? • How can we eliminate the colonial mentality from the points of views of the dominated and dominating? • The transformation of the state is not only an economic question. • The global/colonial mentality. • How to analyze what today signifies “the collective” and “the individual.” <p>The meeting ended with another conditional close asking for rating confidence in achieving eventual success on a scale of 0-10. There were still some “3s,” and it was clear there was still not full confidence in the process. But the meeting ended with the CARE team beginning to take over the process. They wanted to talk with people who they would not normally speak with. Additional interviews were brought up as a way to increase confidence and the project’s ability to be successful. The CARE team agreed to take responsibility for the interviews.</p> <p>This stage ended with a debriefing with Scott, Colin and Jim. Luis was unable to make it.</p>	<p>realized that I was understanding the logic behind it and had the feeling “now I can understand the whole thing and how it works!”</p> <p>Jim Ritchie-Dunham – Interview</p> <p>We shouldn’t be exhausted after an eight hour meeting.</p> <p>Scott Spann – Interview</p> <p>(The third day) the meeting became a container for discussion about difficult issues. The five outside people gave feedback like a dissertation defense...they only said what was wrong and it was bordering on mean as the group had tried to be open. At the close they had to be honored for what they had done. My rule is only to say “thank you and tell us more.” It was the end of a remarkable day. I said “Jim do you want to say something,” and he said “no”—but he wanted to say something about how annoyed he was about what they didn’t appreciate...we had tried so many different ways of coddling them to take responsibility to explain the map. I said I had been with Fortune 500 company executives who could not explain the maps as well.</p> <p>Colin Beckwith – Interview</p> <p>It was a great meeting. The team bonded and there was a lot in the session. Only a few people interviewed showed up, but the Core team conversation with them was great. It built self-confidence.</p> <p>Luis Paiz – Interview</p> <p>I wasn’t able to make the debriefing. But if we are going to discuss the meeting, we should do it with everybody.</p>
<p>Stage 7 Questions Arising</p> <p>1. Can anything more be done to get stakeholders interviewed to participate in the meeting?</p>	
<p>Stage 7 Tentative Lessons Learned / Observations</p> <p>1. Debriefings should include the whole CARE team.</p>	

2. People need to hear people's stories directly to really believe them.

Stage 8

October 2004 – February 2005

Building Capacity

The CARE team planned interviews with four critical stakeholders, such as a church leader, private sector, and the US Embassy, who had been missed in the earlier interviews. A very unusual training for doing interviews was organized over the phone. Scott Spann did the training by working with two people while 8 others listened in. There was serial translation, and the event stretched out to two hours.

The CARE team interviewed a half dozen people in teams of two. The purpose of the interviews was to build connection and deepen understanding of the diverse perspectives. After much discussion, three simple questions were identified for the interviews:

1. What is your personal vision for Guatemala as a country and for your community?
2. Speaking in your present role as a leader, what is the goal of its organization?
3. What are the top 3 or 5 or 7 things that you must be able to do to achieve this goal?

The interview responses were sent to Jim Ritchie-Dunham who mapped them individually and integrated them into the October map. The CARE team met for a day to discuss it, and then discussed some questions with Jim.

On December 1, CARE-Guatemala team hosted a meeting with those they interviewed, to reproduce the process the CARE team went through with the ISC on their own. A CARE employee from each of Nicaragua and El Salvador were also present, to support future expansion of the approach through the Region. A half day was spent with the CARE team again practicing with the map. Then they spent three hours with others who had been

Scott Spann – Interview

When they wanted to do interviews, I wanted to retain the trust we gained, so I did the interview training over the phone. (In that training it became evident that) they are so invested in their own agenda and proving other people wrong. They kept on pushing back “Why can’t I ask them why peasants can’t be given land rights?” I had to keep on saying “Look, you are going there to hear and not to be heard. If you bring that up you’ll damage the relationship with them as someone who is there to legitimately understand their world and their story.”

It was troublesome that it was the first time seeing how they want to make parts of the world wrong. I really had to help them see how that attitude in the interviews would sabotage their intention to get what they want...they wanted to use it as a forum for preaching...I didn’t expect it from them.

Victor Larios, Coordinator of the Mayan Council (interview)

My dream is that reality becomes the writing in our sacred book the Pop Wuj, “that all rise, that no group remains behind the others.” That the identity of the Mayan town is strengthened, especially with relation to Mother Earth. That we have autonomy to solve our problems.

Pastor Oscar Benitez, Iglesia Shadai (interview)

In 1983, we surveyed the country and asked “Who is responsible for ensuring the necessities for Guatemalan families? 82% assured us that it is the government. Again in 2004, with the same question 65% of the sample responded that the government. This reflects a lack of individual responsibility. We need individuals with rights and responsibilities, and not victims.

Pedro Esquina, President of CONIC (interview)

I would evaluate the effort as 7 (on the 0-10 assessment of the initiatives’ chances for success). But when adding: “an understanding of the Mayan Cosmovision and Bilingual Education” it would be 8 and I would give 9 if it eliminates the problem of “the corruption, violence, drug trafficking and gangs,” because these can contribute to the destruction of these organizations through sabotage

<p>interviewed. By the end, the CARE team had a personal grasp of the maps.</p> <p>In January Ritchie-Dunham re-immersed himself in the data. Although the map was the focus for the CARE team, it was accompanied by other analytical tools to further clarify the meaning of the map and identify critical system leverage points. As well, he was still intent on the research aspect of the project—what could it tell about the bigger structural issues of not just poverty, but the connections between individuals and the world they experience as a society? Although this was not directly part of the CARE agenda, the project had originally been framed as a research one rather than a consulting one in recognition of the ISC’s broader goals.</p>	<p>or using platforms for their aims.</p> <p>Rene Celaya – Interview</p> <p>I asked for people from the other CARE countries who can think strategically and know the practical issues to participate in the December meeting...I didn’t want Country Directors, but people who could determine if what was done is useful. We got project managers.</p> <p>Colin Beckwith – Interview</p> <p>The December 1 meeting had low turn-out, but the dynamic was just as good (as the October meeting). We should have done an exercise before it as map-reading 101. The Core Group talked about the “development sub-system” and there was silence for several minutes. Then someone asked “what’s the difference between the red and blue arrows?” there was a quick review and the meeting took off.</p> <p>Luis Paiz – Interview</p> <p>The eight of us are working like a team. But how do we get this to the rest of CARE-Guatemala?</p>
<p>Stage 8 Questions Arising</p> <ol style="list-style-type: none"> 1. What question(s) will move them in the direction that they need to go...like the behavior over time graph? 2. What would a “map-reading 101” tool look like? 3. Can something more be done earlier to identify when people want to make others wrong and how to deal with it? 	
<p>Stage 8 Tentative Lessons Learned / Observations</p> <ol style="list-style-type: none"> 1. A statement outlining fundamental principles about how to intervene is needed. 2. People must be taught how to teach others about map-reading. 	
<p>Stage 9 February 2005 Taking Charge</p>	
<p>The final meeting commenced almost exactly a year after the first one with an air of self-confidence and anticipation. Tuesday and Wednesday the CARE-ISC team would meet and Friday the meeting would also include outside stakeholders. And this time, the CARE-Guatemala group was rejoined by McCaston from CARE-USA research, Margarita from CARE-EI Salvador who was present in December, and for the first time CARE-LAC Regional Director Rafael Callejas.</p> <p>The meeting was designed around a few basic questions, with the map again at the center of attention. It had</p>	<p>Luis Paiz – Interview</p> <p>Now these guys (the engaged stakeholders) are calling me, top level some of them at the country level, they really represent the movement, and we’re really in a key position.</p> <p>Meeting Notes – Scott Spann</p> <p>Something critical in the system has to change, for the system to change what it cares about. That “something” has to</p>

affectionately become referred to as the ball of spaghetti, given its 165 variables with connecting causal arrows. The ISC team had decided that the other analytical tools which it applied behind the scenes to the data would not be introduced to the whole CARE group but rather shared with the research and leadership team.

The CARE-Guatemala team was now confident in its understanding of the map that would be intimidating for even experienced network mapping analysts. It was “their” map where they could see the individual stories from 20 interviews interconnected in a big causal diagram.

The questions the group considered were consecutive, driving deeper into the map describing the system of poverty from the perspective of aspirational goals. The questions aimed to clarify three levels:

1. The aspirational goals: What two things if they were healthy, would mean everyone would be invested in the system and want it to succeed...conflict would go away?
2. The core drivers: What are the two or three things that drive the dynamic to achieve those goals?
3. The intervention points for CARE action: What three or four things could you do that would radically change the whole system?

The goal was to build to a conversation about what has to happen locally and at the societal level to support those leverage points.

As the first morning ended people remained confused about the levels of analysis. Clarity about the aspirational goals was forced by the ISC team introducing the goals that it saw. The ISC team concluded that it had erred by not giving an example of what a final product could look like. Therefore, after lunch Ritchie-Dunham presented an example from Mexico in developing a systemic approach to epidemiological control of dengue.

The ISC team emphasized the importance of clarifying the overall order of actions. For example, based upon the CARE team work the overall goal is not about trying to get the government to do “X”, but rather to enhance an individual’s self-development—and getting the government to change is only one action to do that.

The CARE team went back to work. This revealed the importance of distinguishing between “simplifying” the map by throwing out variables and “distilling” the map by identifying variables of strategic importance while keeping in mind that given dynamic relationships these would shift

come from you—that you see, believe. It’s not that complex...it’s a matter of structuring the right questions and processes.

Meeting Notes

Six months ago when we spoke about self-determination...today I feel more concrete, but I’m not comfortable with the map and causal relationships... things are always changing. We’re speaking about principles, values, rights, plan, programs....it’s not easy. The exercise to put things in a few variables—it’s more complex than that. What about globalization? Where’s that on the map? – *Participant*

Response by Spann: We have to narrow the scope to what we believe is our span of control. The philosophical side parallels the technical side: For example, I can’t change the way Jim behaves—the only way is to first change the context (and options for his behavior).

Meeting Record

When we talk about self-determination it is essential to talk about the state right for redistribution of wealth...which has to do with “what we want as Guatemalans”...the constitution expresses the obligations of the state...to overcome social inequalities. – *Participant*

We have the law, but it’s not working. Is it a state policy to promote participation? – *Participant*

There should not be a dependency upon the political will of anyone. We should establish a mechanism to make things work even if a particular person does not have the will. There is no punishment for those who do not follow the development council law. – *Participant*

Getting rid of “colonial mentality” is saying what you don’t want...but what do you want? We need to know what we want that will push out colonial

<p>over time so the whole map had to be kept in mind. Moreover, questions arose about the deep meaning of words like “solidarity” and the degree to which there is achievement such as definition of “what it means to be a Guatemalan.”</p> <p>These issues arose as the CARE team worked by dividing into three groups to create priority lists at each level. The lists were combined and then further synthesized through more discussion. Finally, an initial attempt was made by the CARE team to apply the map to a local issue. Shortage of time meant they could not enter the discussion of connecting the local to the national. As well, many found they easily fell back into their traditional mode of thinking at the project level, rather than thinking of the systemic priorities. The discussion demonstrated that much more work remains to incorporate the mapping into CARE activities. However, a distilled map with fewer variables emerged after the two days of CARE team work.</p> <p>Eight external stakeholders joined the meeting for the last day to further work on this map. Half of these were people who had been at previous meetings and were comfortable with the spaghetti map as well. Together they distilled the 165 variables to 17 (See appendix E). There was consensus that the system that would effectively address poverty would be one that would easily support the variable self-determination, itself critically supported by the variable of self-sustainability which is the more traditional economic concept of poverty. Variables identified by more than one discussion group as important included:</p> <ol style="list-style-type: none"> 1. basic services 2. infrastructure 3. capacity of Guatemalans to develop their diversity 4. availability of development opportunities 5. disposition for development for mutual benefit (rural) 6. creation of work and training 7. individual opportunity 8. solidarity 9. capacity to organize and for organizational development 10. support for the education system 11. understanding what it means to be Guatemalan <p>Ritchie-Dunham presented the analysis he had done and reviewed with Spann with McCaston, Callejas, and Beckwith.</p>	<p>mentality. – Spann</p> <p>Meeting Record – Rafael Callejas</p> <p>I had identified the potential for this (ISC process) to establish a valuable platform with CARE and other actors. This time has validated that. It’s a cyclic process of thought...and I like the distilling as opposed to simplifying. I also like the question about how we get more clarity. This gives us a clear starting point. I understand how this map will help us work at the different levels—the regional, national, local. And the types of interventions. This helped me see the levels more clearly. I’m learning about the issues of emergence.</p> <p>Meeting Record – Scott Spann</p> <p>You’ve got to keep challenging your findings (as described on the map) and if need be to change it...you will refine it and become clearer.</p>
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<p>Stage 9 Questions Arising</p> <ol style="list-style-type: none"> 1. Is it reasonable to expect to get to clarity about application of the map to CARE activities in two days? 2. What are the next steps? Should this be extended and also treated as a planning meeting or does
--

another meeting need to be planned?

Stage 9 Tentative Lessons Learned / Observations

Introducing an example (the dengue model) earlier might give participants a better idea of the final product they are developing.

Comments about the Overall Process

Luis Paiz – Interview

If we had some time, I would have liked to have shared (with the rest of the CARE-Guatemala staff) the most relevant points about what we were doing in the process...it hasn't been communicated properly...so they would understand it was part of the change process.

The events should have been closer...two months ideal.

Rafael Callejas – Interview

I thought it would be easier...we needed to identify people who had the capacity to do the map...we don't have that yet. We thought we'd have a couple of people to develop the map at Guatemala but we don't have that yet. And during the meeting, Scott insisted that the process belonged to CARE, but relying upon the expertise of the ISC, it appeared that it was the ISC driving the process.

Meeting Record

It makes us ask questions about stereotypes in our minds and that's growth...the map is useful for CARE but should give it to other NGOs and others for who it can be useful...we have a tool constructed from consensus. – *Participant (Outside stakeholder)*

To get it to work, the organization has to have a political and ideological position...and that's my doubt. What's the position of CARE? – *Participant (Outside stakeholder)*

Looking at the big map, CARE is an NGO and we see where the NGOs are located and they're totally isolated from the problems here. The influence of one NGO is minimum, unless they find the buttons to push, make alliances and organize themselves with other organizations. To organize they have to have a defined ideological and political line, because they can only make alliances with institutions that share those lines. – *Participant*

CARE's identified the need to organize, to participate, to create solidarity...is that not clear ideologically? – *Participant*

This process is not only to find ideas for creative solutions...but what it is doing to me as well; how it is changing me, too...how I see the world, what CARE's role...and it's changed the way I think about opportunities to work with others...the process is changing myself as a person, my way of thinking. – *Participant*

It changes the way I see reality; it has pushed me to think of a more committed and deep role; before I saw it at a very close level and now I see it in a very open level of interaction. The richest part is to realize there are other ways of thinking and seeing poverty...getting into others' shoes. How can we promote mutual commitment to this objective? – *Participant*

This process allowed me to listen and understand others—I was supposed to interview a person and I had to listen for 2 hours when I wanted to talk...it taught me to listen and understand another person.

– *Participant*

The Question for CARE is ‘What do we have to do?’ CARE has to make decisions, and the decisions have to make the situation improve ...we’ve seen there’s a level of awareness about solutions...when we make a map so we don’t lose our way on the road...CARE will find the appropriate routes...maybe the best are the longest and most difficult is where we want to go. – *Participant*

This confirms our experience that the Mayan cosmovision—I’m actually not Mayan—but that vision is a determining factor about a plan of life for a multi-cultural and multi-lingual country. It is presented here in a way that the indigenous communities understand social processes as a holistic vision. – *Participant (Outside stakeholder)*

At the beginning I came with curiosity. Now I am very interested in the way poverty has been dealt with. It has allowed me to know other realities. My point of view has changed radically. – *Participant (Outside stakeholder)*

We are starting the day. We’d like to extend the invitation to see if you’d like to come with us to see how the day is. And there’re many others to invite.
– *Participant*

Overall Process Questions

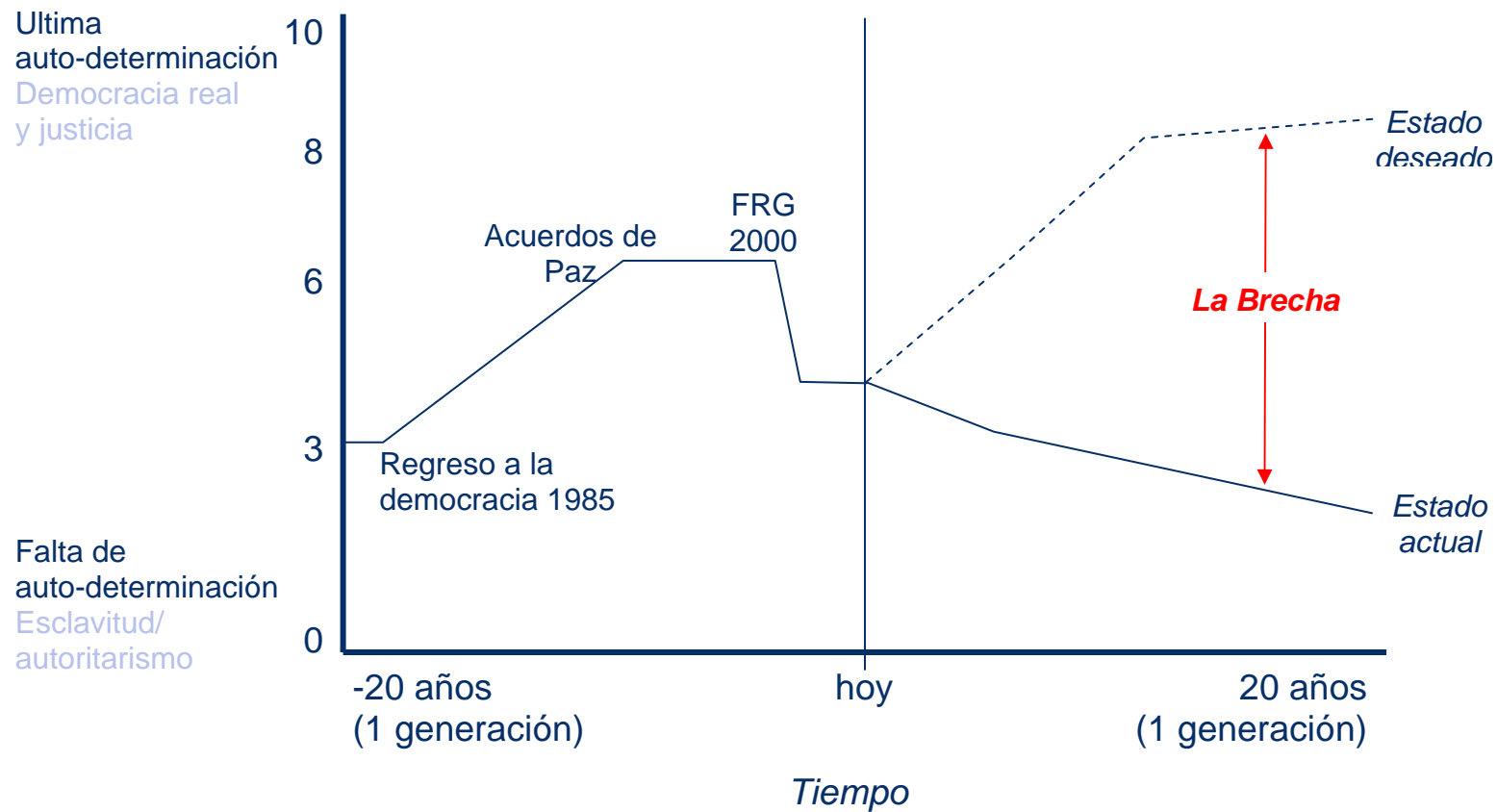
1. What should be budgets for scaling up and how should they be financed?
2. How much time should be allocated for staff to participate in the process? How should their traditional responsibilities be managed while they are participating?
3. How can development of new national-level contacts be more effectively integrated into the development process to strengthen stakeholder involvement?
4. What is the strategy for expansion within CARE-Guatemala?
5. How could the scaling up process for the LAC Region have been strengthened?

Overall Process Tentative Lessons Learned / Observations

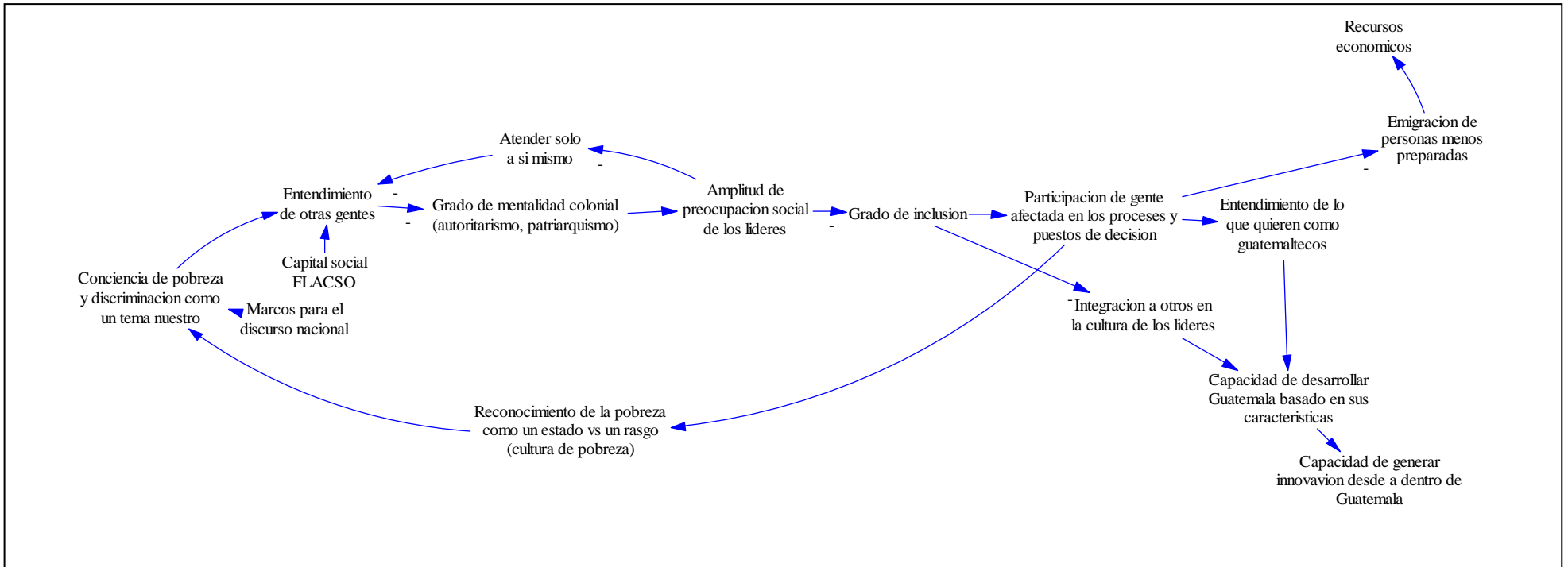
1. Nine days contact time with the ISC team was sufficient for the CARE team to develop a very good understanding and ownership of the map.
2. Nine days does not provide enough time to get to the important point of integrating the new thinking into application.
3. The process needs to be tightened up significantly...momentum is lost when it is extended over such a long period.

Appendix A Reference Behavior Pattern (RBP) Over Time

*Capacidad de desarrollar
mi propio potencial
(control de auto-determinación)*



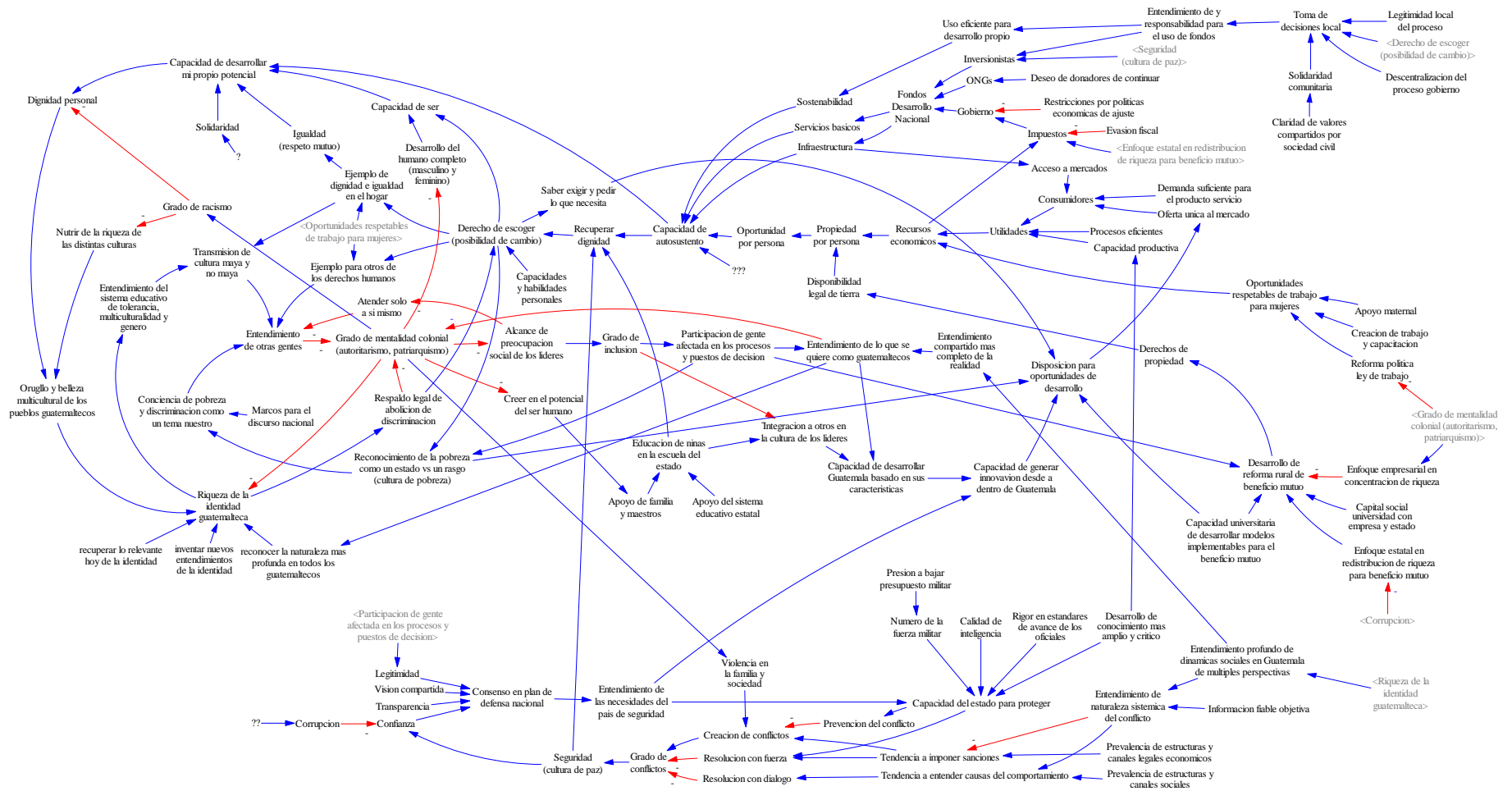
Appendix B The “Fish” Representation of the “System of Poverty”



This representation of the “system of poverty” became referred to as “the fish”. This describes a person who is engaged in poverty studies. He perceives that recognition of poverty as a created state as opposed to an inherent individual characteristic (A) leads to consciousnesses of the relationship between poverty and discrimination as a collective issue (B).

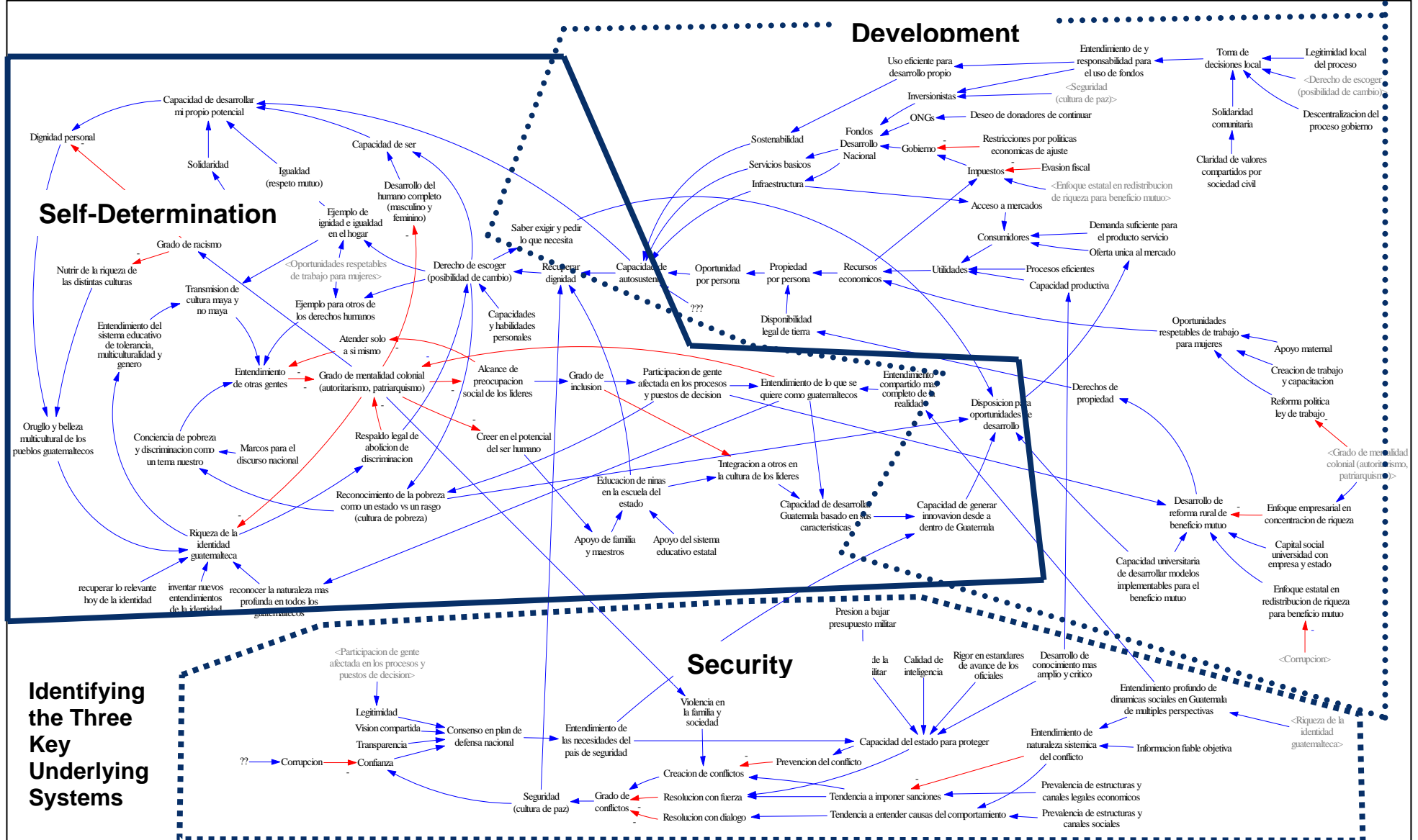
Appendix C

The Draft October 2004 Systemic Map of Poverty: Integration of the individual maps

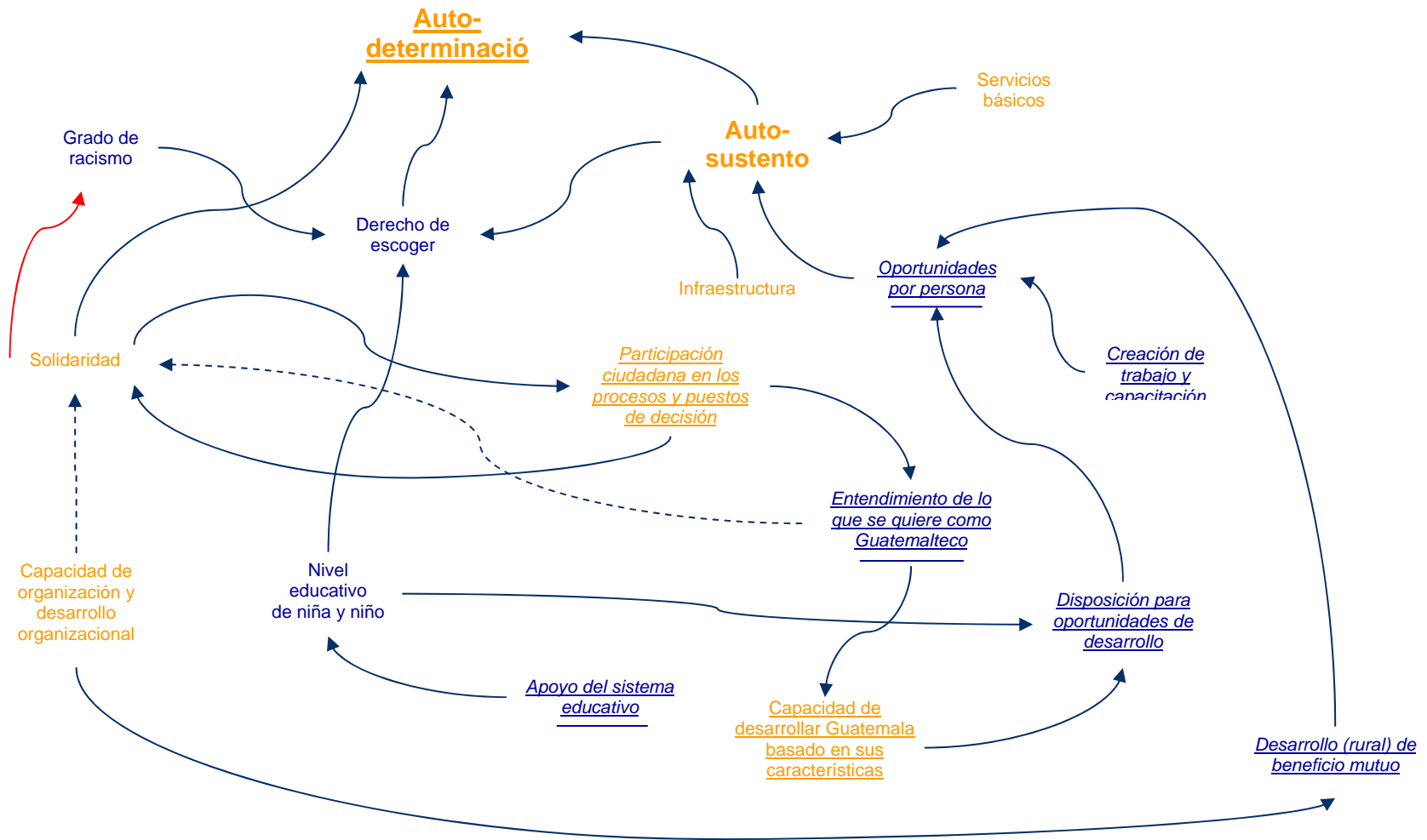


Red arrows indicate negative impact (the quantity of the variable decreases).
 Blue arrows indicate positive impact (the quantity of the variable increases).

Appendix D Identifying the Three Key Underlying Systems



Appendix E
The Final Distilled Map of the February 2005 Meeting



Colored variables were mentioned in both the CARE meeting and by outside stakeholders. Underlined variables indicate ones that were mentioned by more than one subgroup at a meeting.

**Appendix F
Agenda – February 2005**

DAY 1

When	What	Who	Comment
Day 1 AM	Review of project to date	Scott	
	What are the 2-3 dynamics at play that distill the whole system?	Small groups	Groups came up with range of answers; Finessed into self-sufficiency and self-determination which Scott and Jim had already identified. The map was not originally drawn with these as the system goals.
	Focusing upon those 2 things (SD, SS) think about the 3-5 things that really are most important in making this happen (each of those 2 variables)...making them really strong.	Small groups	Groups identified about factors. They broke up for lunch with confusion about hierarchy of connections...answering the next question: how to structure the next step, how can we affect it rather than the “what”.
DAY 1 PM	Dengue model given as an example with three factors.	Jim	Important lesson: should have done this earlier in the process.
	SD is presented with SS as an input along with equality, solidarity, capacity to be.	Scott	These factors were among those listed by the small groups.
	What should we push on for the whole thing will get better of the 165 things on the map. This morning, we asked you what are the dynamics fundamentals. Some people jumped to how to change the system. In the morning some people were already trying to solve it.	Small groups	Groups came up with 15 factors.
DAY 2 AM	This morning we want to distill the 15 factors...it's not cutting away or choosing a few of the 15...but really, what are the 3-4 things that we can focus upon to shift the system.	Small groups	Need to emphasize distilling rather than simplifying... everything still in the map. Groups came up with 8 factors from the 15... what it means to be Guatemalan key.
	What is the relationship between these key factors?	Scott and Jim	The causal relationship between all 15 factors is mapped based upon big map; a relationship from what it means to be Guatemalan to solidarity is hypothesized Jim comments privately that “understanding we as Guatemalans” is the social reality of the individual realm of SD.
	What do we now have? Do we have broad agreement?	Full group discussion	Jim: Maybe there's something missing here. Some variables might influence others that we have not described.

			<p>Each (variable) has many impacts throughout the system.</p> <p>- distill and synthesis are used interchangeably (or is it just the interpreter!)</p> <p>Scott: You need to transcend what is happening now because that is not working. As you transcend, you have to somehow include other opinions.</p> <p>Colin: When you broadcast seed on the ground, you know what that seed is—corn seed gives corn. Is it important to agree on the map, that we all understand that that seed called solidarity is solidarity.</p>
DAY 2 PM	<p>Let's play about what you are going to do. Pick a local level community—an actual place. What do you want to do with them based upon these variables from the map. It's best if it's people you really care about, and what you really need.</p> <p>1) Have a goal—this has two components. For the people you want something different when they're done—something measurable and time specific.</p> <p>2) Then identify the top three stakeholders you need to make that happen. You'll have to understand their points of view.</p> <p>3) Who are the actors and activities that you need to employ to solve for the stakeholders to give to that goal? e.g. community-organizers and community meetings</p> <p>4) What resources will you need?</p> <p>After we'll talk about what has to happen at the national level to support your project. The third level is what needs to change in CARE to support you.</p>	Small groups	<p>Two projects are presented. There is little difference from what CARE would traditionally do. There is extensive discussion.</p> <p>Margarita: This is where we've always been working, at the local level. We need to talk about the national.</p> <p>Kathy: we have gone right to a specific project and taken on the traditional project mindset.</p> <p>Steve: It isn't connected to an analysis of map to identify the most important action (Scott specifically asked that this not be done) and therefore the map is simply used to describe what people do traditionally in projects.</p>
	What should we do tomorrow?	Group discussion	<p>The group wanted to get to the national level discussion but there wasn't time.</p> <p>There was significant discussion about whether to include discussion about a project in the next day...it was concluded that the day would not bring in a project, but would end by asking about what CARE should do differently given this systems understanding.</p>