

Understanding the Underlying Dynamics of Poverty in Guatemala: A Work in Progress with CARE

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Presentation Outline

- Our questions
- Reference modes
- Collaborative, inter-sectoral systems thinking
- Maps
- Sensemaking
- Evaluation
- Next steps for this project
- Our other applications

Our questions – an on-going project

- Characterizing complex social systems to inform mental models
- Understanding poverty dynamics
 - Other poverty models
 - Other systems structuring/sensemaking models

Reference modes

On most key “developmental” indicators, CARE has excelled for 50 years

- Tens of millions of people helped every year
- \$450 million/year in donations
- *Worth* magazine top 10 most efficient NGOs

BUT, the percentage of the population in extreme poverty is increasing

- CARE’s vision in 1999 – halving the world’s population in extreme poverty by 2015
 - #1 United Nations Millennium Development Goal
 - Five years later, we are no closer



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Collaborative, inter-sectoral systems thinking – an experiment

Collaborative

- Group characteristics
- Organizational learning

Inter-sectoral

- CARE's role in Guatemala
- Trust

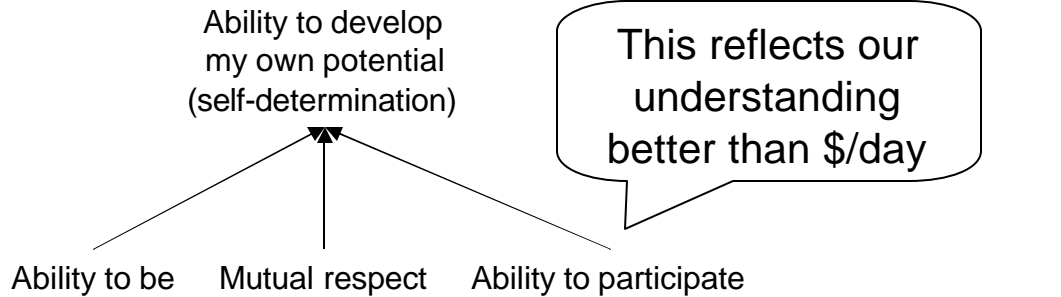
Systems thinking

- Previous approaches

Whose perspectives needed to be incorporated, in what way, to be credible?



Reference modes



We now need more diverse points of view

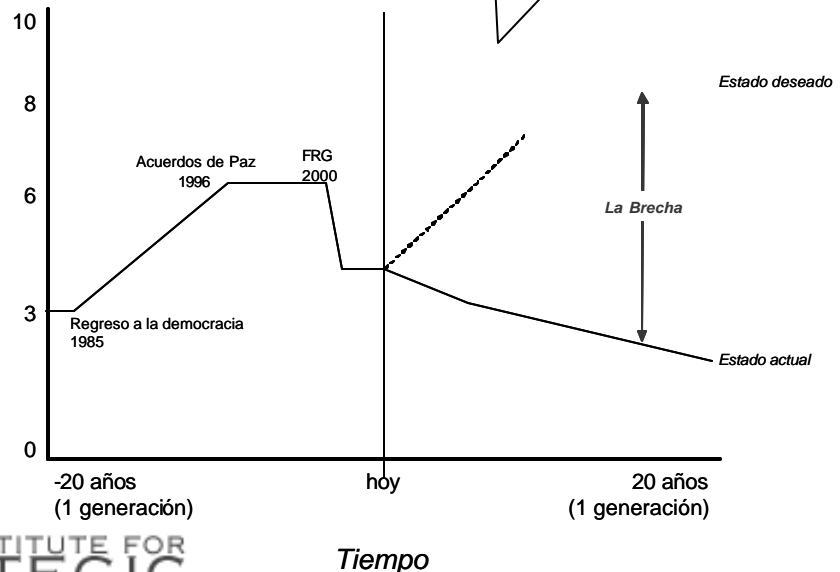
Source: Interviews with 10 CARE employees and exercise with 16 non-CARE participants.

Demographics: 2-30 yrs (avg 15) in development, 4-10 years college education, 12 females/14 males, white, Mayan, ladino, university, NGOs, government

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

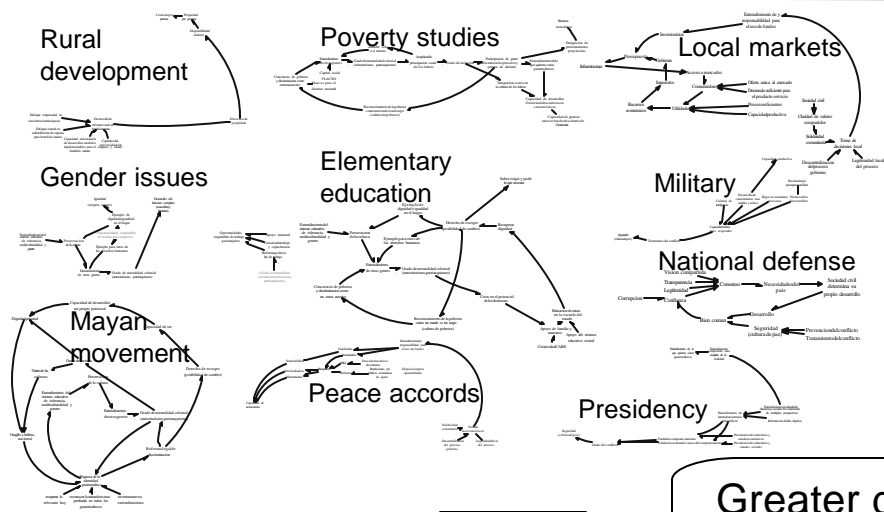
Ultima auto-determinación
Democracia real y justicia

Falta de auto-determinación
Esclavitud/autoritarismo



This helped us shift our focus, as a group

Maps

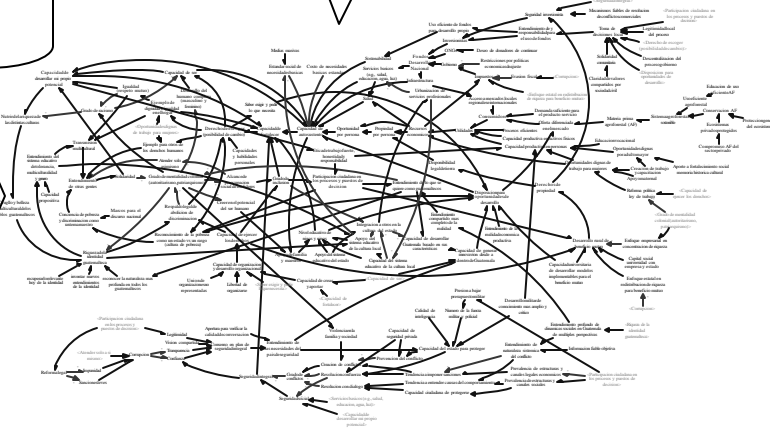
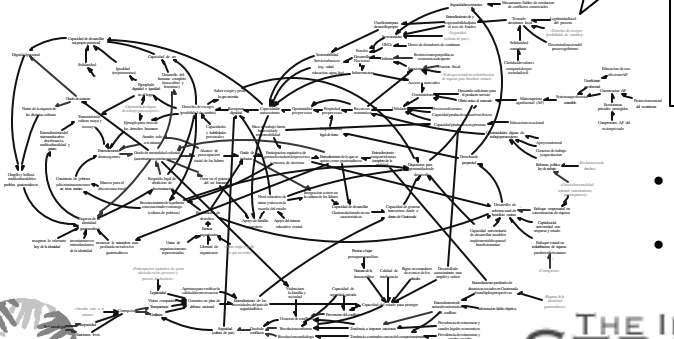


Greater clarity of my story and yours

Greater depth of engagement and testing of new role

- Validated individually, with CARE team, and with large group
- CARE team facilitated conversation with large group

Greater depth of shared inquiry

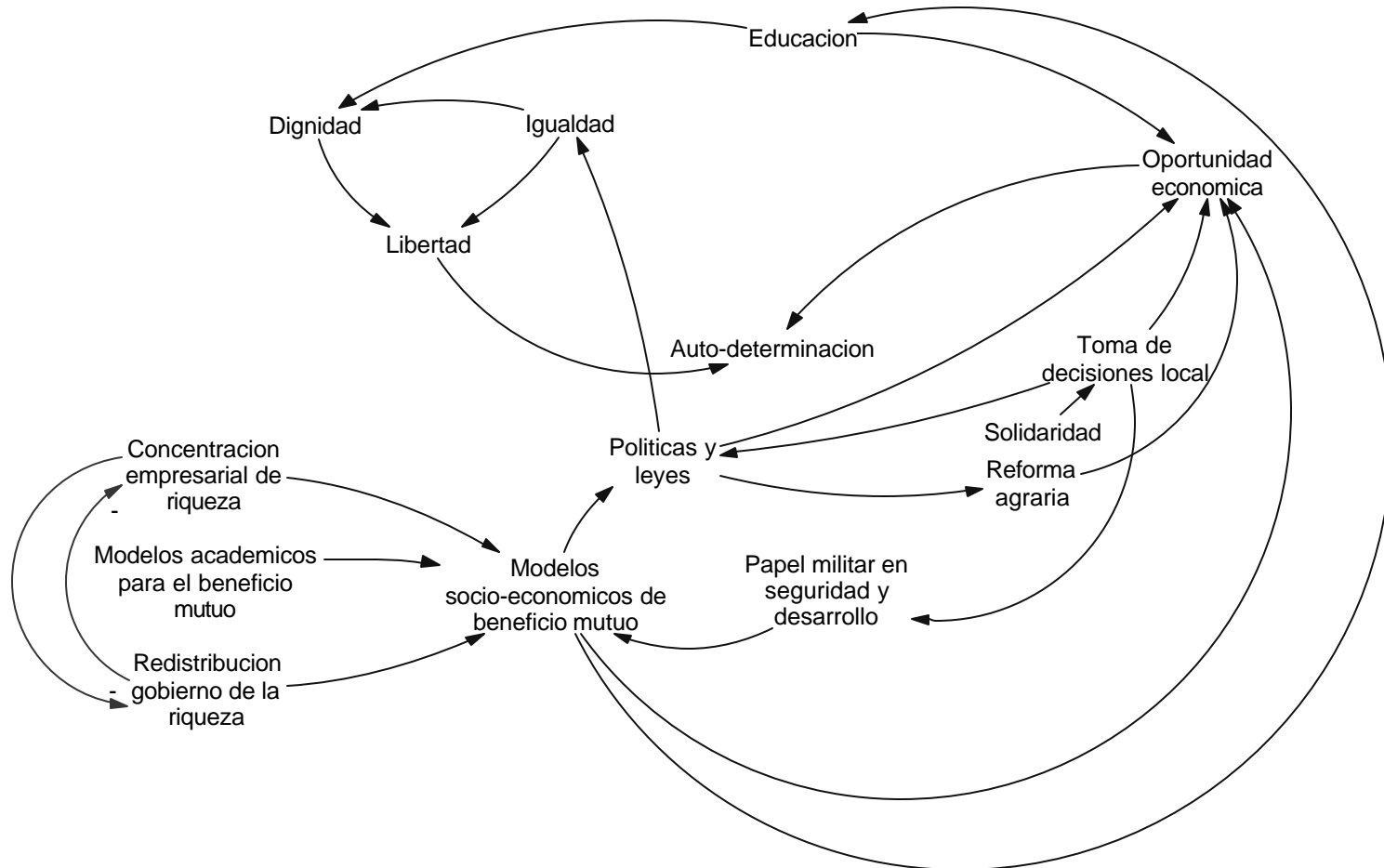


- Included more interviews
- CARE facilitated with bigger group



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Sensemaking a meta map

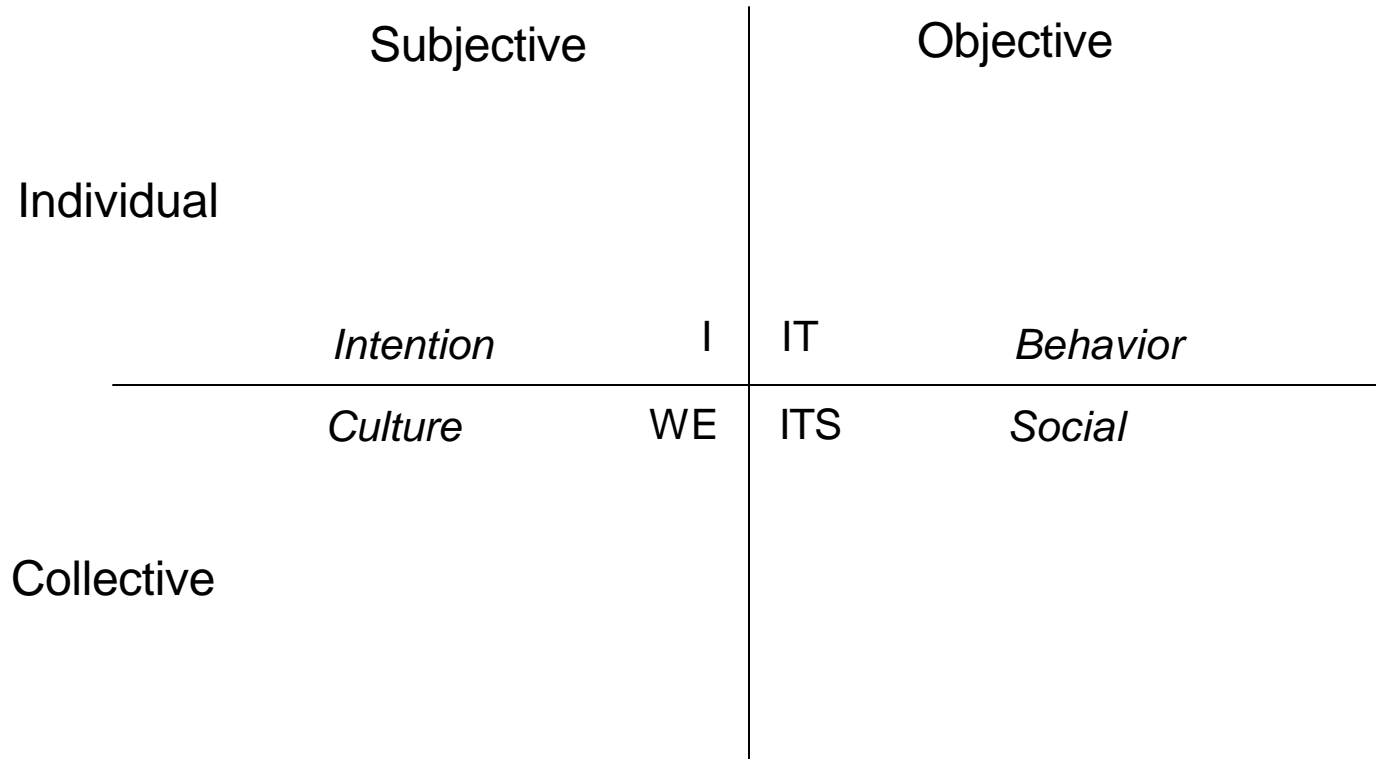


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Sensemaking

Wilber's "all quadrants" (AQ)



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Sensemaking

AQ definitions of poverty

Poverty is...	Subjective	Objective
Individual	when my dreams shift from being to having	when someone experiences a fundamental deprivation
	<i>Intention</i> I	IT <i>Behavior</i>
Collective	when we are denied the right to participate equally	insufficient access to basic services
	<i>Culture</i> WE	ITS <i>Social</i>
		insufficient income for basic consumption



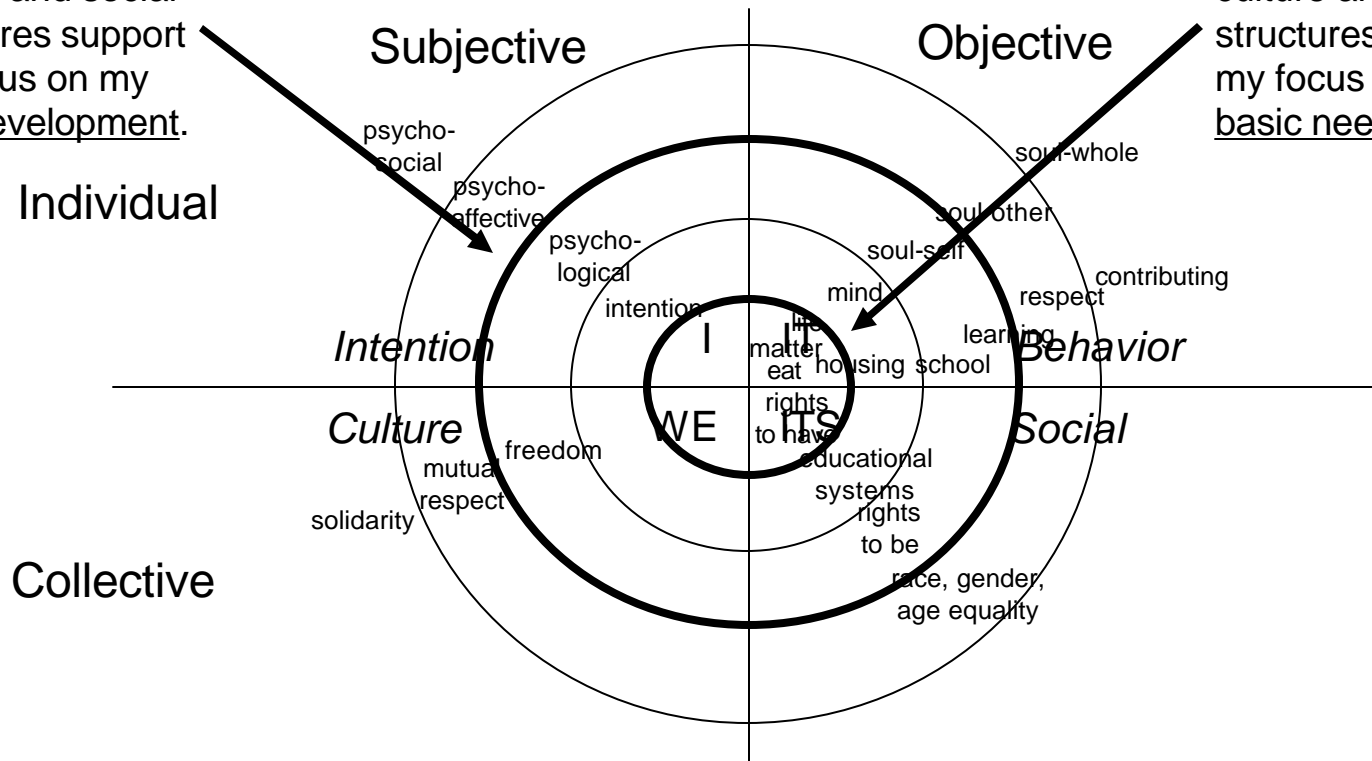
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Sensemaking Holons

For example, culture and social structures support my focus on my own development.

For example, culture and social structures support my focus on my basic needs.



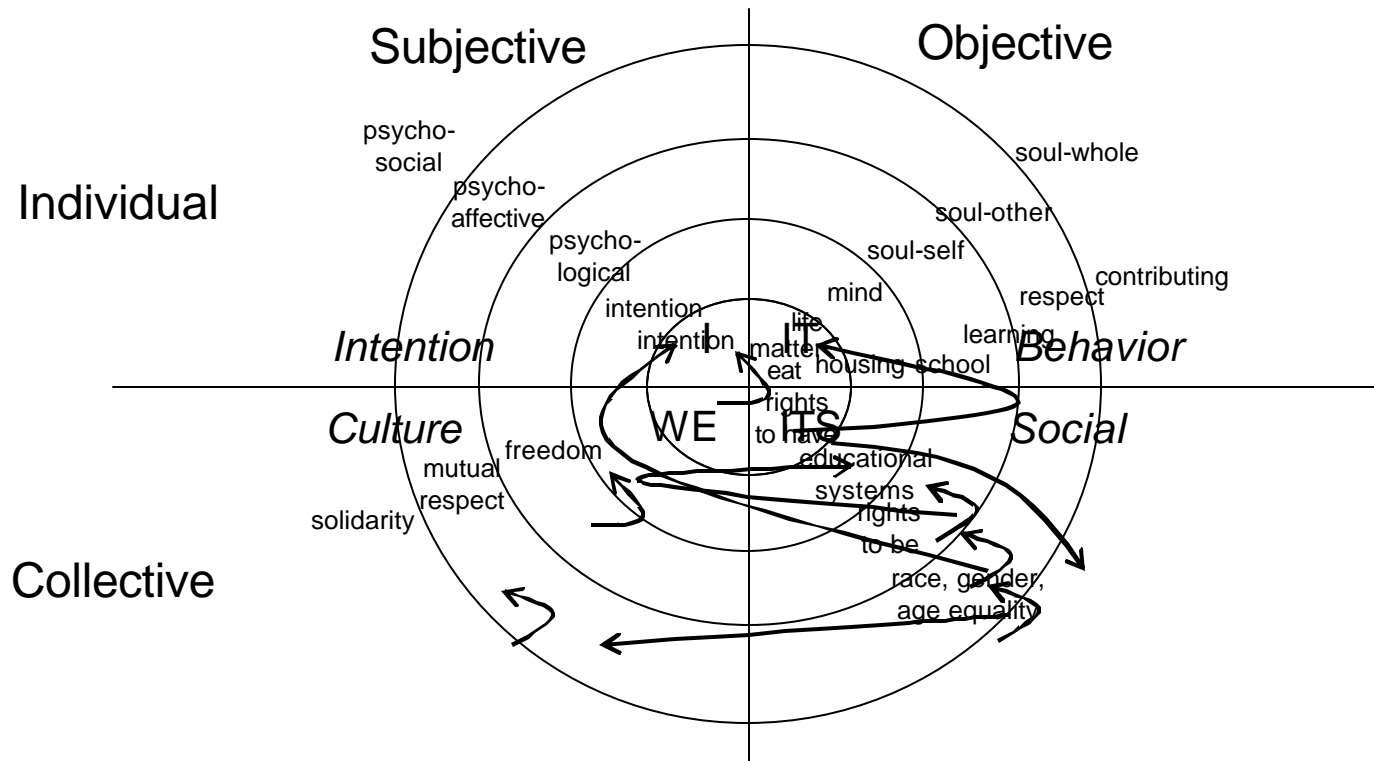
Holon = a whole that is part of another whole



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Sensemaking Interviewee focus

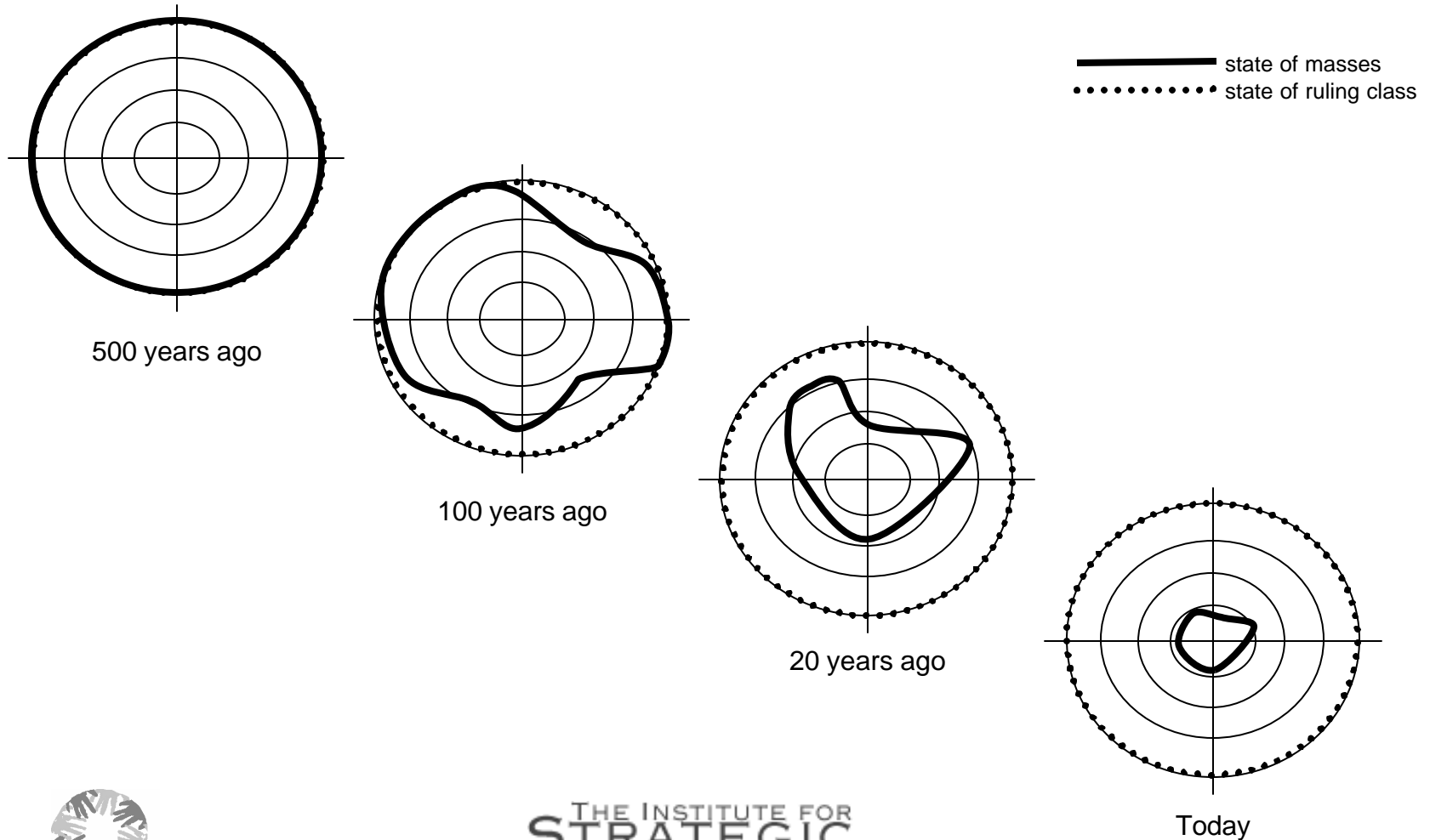


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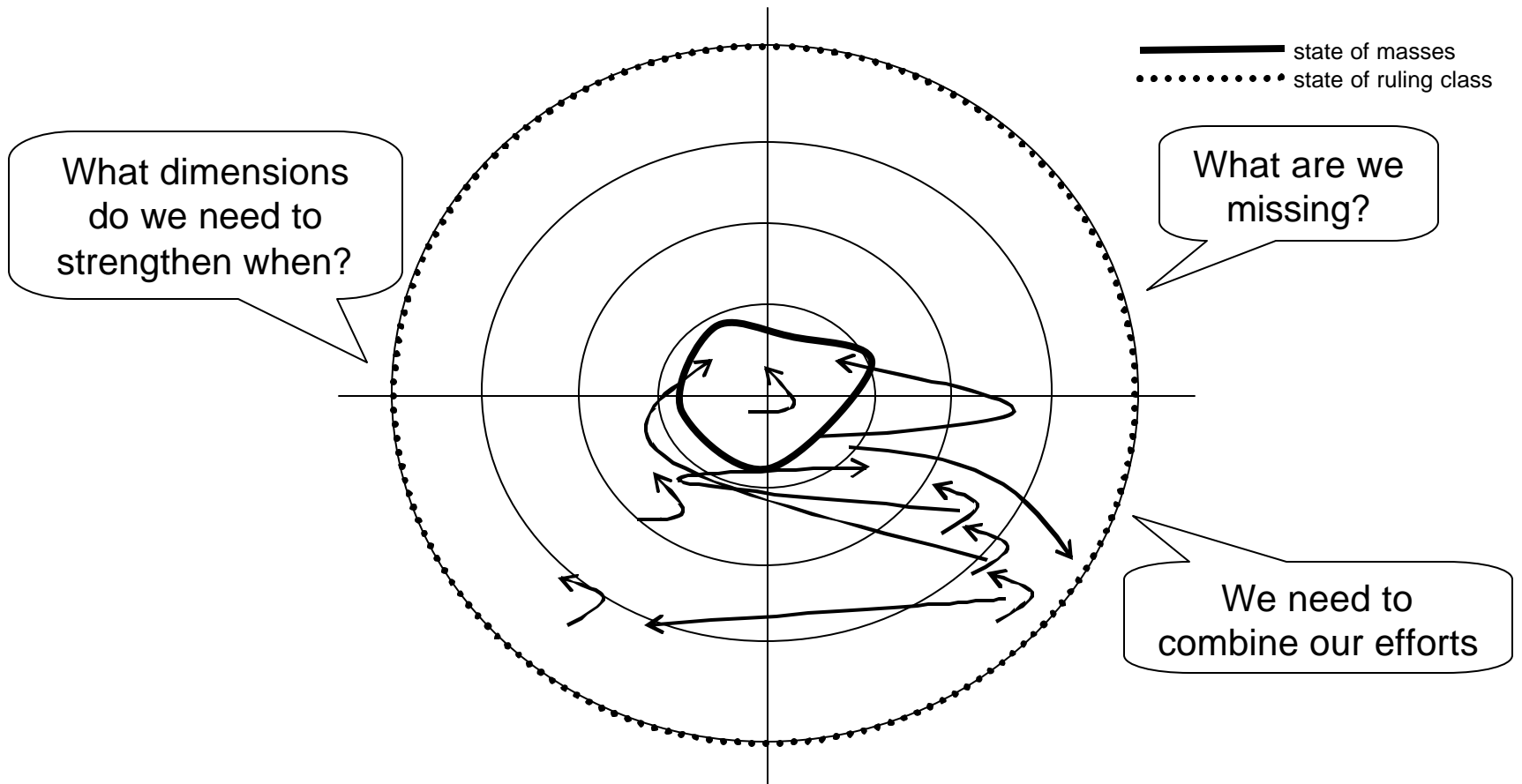
Sensemaking

Holonic evolution?



Sensemaking

Building healthy holons?



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Evaluation

Collaborative

- Sense of team, for the first time
- Deeper inquiry, building trust

Inter-sectoral

- First time many of these actors have come together
- CARE's perception of its role has begun to shift

Poverty dynamics

- Comfort with testing completeness of model
- Emergent agreement on areas to focus on, over time



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Next steps for this project

Analysis

- Deeper understanding of the dynamics in the model
- Conversion to stock-flow model

Inter-sectoral

- Extension of conversation to other communities
- Development of CARE Guatemala's networking ability

Informing mental models

- More communities
- Another country

An invitation – our other collaborative, inter-sectoral systems thinking projects

Fair trade (coffee in Latin America)

sponsors: TransFair, Oxfam

included: Cooperative Coffees, Equal Exchange, Fair Trade Federation, IFAT (International Federation of Alternative Trade), USFT (United Students for Fair Trade), Global Exchange, IATP (Institute for Agriculture and Trade Policy), Fair Trade Research Group (Colorado State University), ForesTrade, GLACC (The Global Alliance on Commodities and Coffee), The Coordinating Body of Latin American Producers of the Fair Trade Labelling Organization (The “Coordinadora”), Sustainable Harvest

Corruption (in Latin America)

sponsor: Transparency International

included: coalition of national chapters of Transparency International, network of human rights organizations, universities, organizations that work in democracy, government, professional organizations, media conglomerates



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