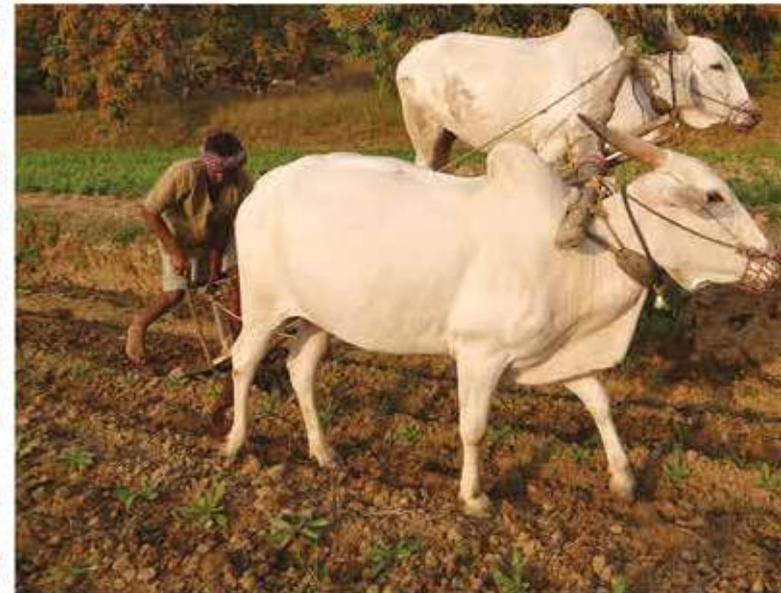




IFSTAL

Innovative Food Systems Teaching And Learning

HEFCE
HIGHER EDUCATION
FUNDING COUNCIL
FOR ENGLAND



IFSTAL Accra 2018 Tuesday 24 July – Lecture 4 Introduction to analysing system interventions





Learning Outcomes:

By the end of this lecture you will be able to:

- Extend your methodology to include a way of analysing system interventions;
- Describe the basics of the BATWOVE framework;
- Apply the BATWOVE method to your projects;
- Critically evaluate the strengths and weaknesses of the BATWOVE approach.



Analysing System Interventions



The Rich picture helped us to express the problem situation with our projects- the stakeholder analysis helped us to think about the influence and power, impact and interests of different stakeholders now we need to think about the interventions needed in order to solve it.

- Soft Systems Methodology can be used intervene most effectively in complex systems where there are multiple actors with different worldviews or perspectives.
 - This methodology seeks a way of intervening which also fosters ‘accommodations’ between different actors to allow them to move forward with their intervention (transformation).
- 



BATWOVE



Helps to structure our thinking around a potential intervention, determine the boundaries of possible action within the problem context.



Uses logic to define what a 'good outcome' looks like and then helps us to move towards it.

What does BATWOVE stand for?

B eneficiaries	People benefiting from the transformation
A ctors	People doing the transformation
* T ransformation	The planned intervention
* W orldview	The worldview that underpins the transformation
O wners	People who 'own' the process who could stop or change the transformation
V ictims	People adversely affected by the transformation
E nvironmental constraints	Limitations applied to the transformation (laws, budget, time, etc.)

*** Start with these first**



Unpacking 'world view' and 'transformation'

- 
- **Worldview** is the rationale/belief/perspective that underpins a potential intervention
 - **Transformation** is the planned intervention



Doing BATWOVE helps to analyse the potential of the intervention and also highlights areas of conflict that may occur.



Root Definition



A root definition is the transformation=

The Root Definition is a statement of purpose that captures the essence of the particular situation of the relevant system.

We create a 'root definition':

- Do **P**, by **Q**, in order to achieve **R**
- Start with Root Definition Formula
- P = what? | Q = how? | R = why?

Examples:

- 
1. End supermarket buy-one-get-one-free offers on fresh produce [P], through lobbying [Q], to reduce food waste [R]
 2. Provide free breakfasts at school [P], by increasing government spending on schools [Q], to improve children's nutrition [R] – (public health /nutritional world view).
 3. Improve transport networks [P], by building roads [Q], in order to improve market access and minimise post production losses (waste) [R] – (Infrastructure world view).

Examples of different 'Worldviews'

- Scientific/technological solutions
- Socially just food production
- Profit maximisation
- Maximising consumer choice
- Agricultural biodiversity enhancement
- Animal welfare enhancement



BATWOVE worked through

B eneficiaries	Pig farmers, pigs, public, pharmaceutical companies (drugs remain efficacious)
A ctors	Pig farmers, veterinarians, grass roots organization, public bodies
* T ransformation	Develop and promote a pig husbandry code focusing on hygiene zones and reducing antibiotic use (P), by working collaboratively with farmers and vets (Q), in order to reduce MRSA outbreaks on pig farms (R).
* W orldview	Public health
O wners	Pig farmers, vets
V ictims	Pig farmers unable to adopt. Veterinarians (reduced incidence of animal illness)
E nvironmental constraints	Capacity to change behavior. Cost. Time. Individual effort. Microbial behavior. Other sources of contamination.

*** Start with these first**





Strengths and weaknesses...

Some strengths...

- Systematic approach
- Structures thinking about constraints, boundaries and possibilities
- Help build mutual understanding between stakeholders
- Can help people explore more radical ideas
- By moving towards accommodations between stated worldviews, implementations become easier



Strengths and weaknesses, cont.

Some weaknesses...

- Workshops can be time consuming
- SSM has no view on 'objective evidence' → all evidence is an aspect of worldviews, unless participants can agree.
- Everything is relative to the perspectives of participants, e.g. ethical, social justice issues, knowledge valuation
- Only works if people can communicate openly (power relations)



AFTER BATWOVE?

Deeper analysis...

Measuring Transformation Performance: The 3 E's

- **Efficacy**

Is it working/producing intended results?

- **Efficiency**

Is transformation achieved with minimal resources?

- **Effectiveness**

Does transformation help achieve some higher level or longer-term aim?

Analysis 1 – ‘Role Identification’

- Identify:

- **client(s)**

The person(s) who caused the intervention to happen

Or beneficiary

- **practitioner(s)**

The person(s) conducting the investigation

- **owners of issues**

Someone/ people concerned about or affected by the situation and the outcome of the effort to improve it.

leads to...

Ideas about relevant worldviews, leading to different, relevant intervention models



Analysis 2 – ‘The Social’

- What interacting roles, norms, and values, characterise this situation?

- *Identify:*

- **Roles**

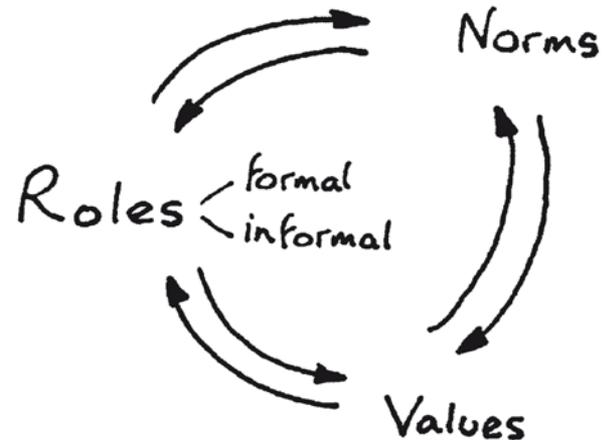
- social positions which marks differences between members of a group or an organisation (formal/informal)

- **Norms**

- expected behaviours associated with roles

- **Values**

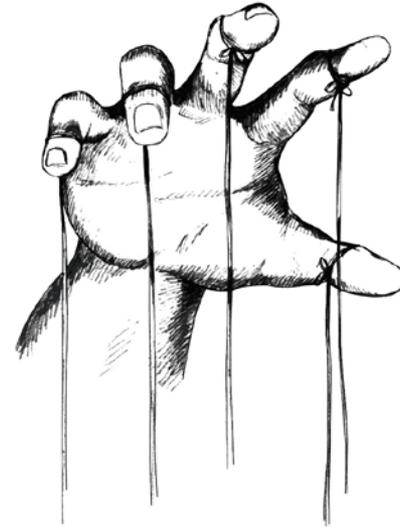
- standards by which behaviour-in-roles get judged.



each arrow means:
'creates and recreates'

Analysis 3 – ‘Political Feasibility’ (what does, and does not, get done)

- What are the *commodities* that embody power?
- How are they:
 - Obtained?
 - Used?
 - Defended?
 - Passed on?
 - Relinquished?



E.g. occupying roles (organisational hierarchy), personal charisma, membership of committees, access to powerful role holders, intellectual authority and reputation, access to information, etc.



References

Checkland P & Poulter J (2010) Soft Systems Methodology (Chapter 5) In Reynolds M & Holwell S (2010) Systems Approaches to Managing Change: A Practical Guide. Springer, London.

With input from Prof. Gerald Midgley, University of Hull