Tools for use as we move into climate emergency mode

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The world is about to move into climate emergency mode.

- Over the next year or two, individuals, organizations, communities and governments will realize that we need to move into being on a 'war footing' to even begin to address accelerating climate change[1].
- This will happen because: temperatures in the next few years will spike excessively high (10% chance of temporarily crossing 1.5-degrees C); people will see a steady stream of climate change-consistent events such as fires, storms, flooding; and, the IPCC is likely to increase its estimates of the seriousness of the situation because it has, up until now, underestimated some aspects of what is will occur[2].
- As people, institutions, companies and governments hit emergency mode, given the limited time to act, the critical issue on everyone's minds is going to be how to accelerate very fast multi-front climate action.
- Given the speed of change that will now be needed, traditional political, social and economic planning and implemenation tools will not be able to deliver change at the required rate.
- In the course of work in psychology, community development, research management, policy and strategy, social change and tech entrepreneurship I have developed some new planning, co-design and implementation tools that may be of use in speeding climate action.

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[1] See Duignan, P. (2019). Climate change: Are we getting into emergency mode? Radio N.Z., 20 September 2019, https://www.rnz.co.nz/news/on-the-inside/399190/climate-change-are-we-getting-into-emergency-mode.

[2] See Duignan, P. (2019). Public opinion may move surprisingly fast on climate change. The Press, 16 May 2019. On IPCC underestimation see Oppenheimer, M. et. al. Discerning experts: The practices of scientific assessment for environmental policy. University of Chicago Press, 2019.

- Compared to traditional approaches, these tools are more agile and collaborative and, in some cases, utilize the efficiencies that come from adopting a visual planning approach.
- These tools could potential be added to the toolkit of existing and new tools that will be essential for climate action when we are in the climate emergency mode.
- These tools are outlined below.

Community Action Approach[3]

- Amongst the many frameworks for working with communities, a distinction is often made between community action and community development.
- Community development is where one works with a community in a mode where the community sets the scope, agenda, the outcomes, methods of action and definitions of success.
- In contrast, community action is where a national or local government agency or someone working on their behalf, goes to a community with resources and a focus on a specific problem. A partnership is developed with the community where the agenda, outcomes, methods of action and definitions of success are tightly focused on addressing the specific problem. In additon, community action puts an emphasis on just using evidence-informed solutions.
- Both approaches to working with communities are useful in different settings and situations. However, given the time constraints, as we move into climate emergency mode, working in the community action approach has the potential to accelerate and focus rapid community action.

Group Action Planning[4]

- There are many situations where national or local government or someone working on its behalf is attempting to get a number of

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[3] Duignan et al (2003). Community Project Indicators Framework (CPIF). NZ Minister of Health. https://www.health.govt.nz/publication/community-project-indicators-framework-cpif.

[4] See http://doview.com/u/doview-group-action-plan.html.

different organizations, sites or locations to make progress on the same issue in each of several settings.

- The traditional approach is for those at the center, who are promoting change, to have a series of unilateral interactions with the different sites.
- This traditional, unilateral approach is inefficient and can create resentment due to its hierarchical nature.
- When using Group Action Planning (GAP), a group of individuals is brought together from each site and is provided with regular face-to-face and/or virtual networking for a sustained period of time (e.g. several years).
- They are then presented with the problem as a problem owned by the group and those promoting the change from the center are seen as just one of the members of the group, rather than 'in charge of' the group.
- The group then works jointly on ways of addressing the problem.
- They share exerience, peer-review each others approaches and help optimize each others work.
- They also are able to identify common external barriers to them undertaking their work or potential opportunities. They then jointly lobby to external parties for the barriers to be removed or for the opportunities to be advanced in a way that assists work being undertaken at all sites.
- Researchers may also be involved in facilitating the Group Action Planning group. Working in an 'action research/implementation evaluation' mode they can provide evidence-based information on what are effective strategies. In addition, they can focus on assessing progress and providing feedback for improving implementation across sites.

Strategic Research Agenda Setting

- Physical, social and economic research expertise and resources relevant to climate change are a limited.
- These resources are deployed across a distributed system with individuals researchers and individual institutions often setting research priorities.
- If we are going to optimize climate action, it is essential that the available research resource is tightly focused on answering priority questions regarding the options for forward strategy.

- Strategic Research Agenda Setting is a process whereby researchers are brought togther across a sector or topic and they jointly identify an ongoing research agenda.
- This research agenda is driven off identifying the key knowledge needs for forward planning in the sector, or on the topic.
- The research agenda is widely publicised to researchers and research funders.
- It is progressively amended as research is completed and new issues emerge that require research input.

Evidence-Based Action Capacity Building[5]

- Communities and sectors do not always collect sufficient, or the most useful, information for strategic planning, co-design, priority setting and implementation.
- They also do not always utilize the best evidence-based strategies.
- They also often do not sufficiently evaluate the impact, or otherwise, of their strategies and use this information for strategic course correction.
- The capacity of a community or sector to collect and utilise evidence can be enhanced.
- This can be done through capacity building to develop relevant skill sets and pragmatic approaches to research and evaluation and the utilizaiton of the results for faster action.

DoView Strategy Diagrams[6][7]

- Planning and implementation has traditionally been based on the use of multiple text-based planning documents.

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[5] Duignan, P. (2003) Mainstreaming evaluation or building evaluation capability? Three key elements. New Directions for Evaluation, 99, 7-21.

[6] Duignan, P. (2008). *What Added Value can Evaluators Bring to Governance, Development and Progress Through Policy- Making? The Role of Large Visualized Outcomes Models in Policy Making*. (Sole Presenter). 8th European Evaluation Society Conference, Lisbon, October 2008.

[7] See hppt://doview.com.

- Strategy in any sector tends to be distributed across strategic ideas that leaders have in their heads, multiple planning documents and within many strategic discussions at many levels within a sector.
- Strategy also often ends up being reinvented as different organizations in different settings or countries work on identical, or very similar, strategy problems, but do so without a quick way of feeding previously developed strategy into their strategy development work.
- DoView Strategy Diagrams were developed as a way of: capturing strategy in one authoritiative place; making strategy more easily communicated and accessible; making it easier to identify and communicate priorities; providing a more effective way for co-design and sector collaboration; ensuring alignment between priorities, activities and projects; identifying indicators of progress; helping work out how to measure impact; sharing strategies between different organizations and sites; and ensuring vertical alignment by using outcomes-focused contracting where organizations are contracting-out to external providers.
- DoView Strategy Diagrams can be used to develop strategy relevant to climate action at a number of levels. For instance an initial proof of concept version of a DoView Strategy Diagram for a country-level response to climate change has been developed[8].
- In addition, DoView Strategy Diagrams can be used in various ways in combination with the tools outlined above. For instance, they have been used to develop strategy with communities within the Community Action Approach; they can be used in a similar way in Group Action Planning to quickly identify generic, and specific, strategies being used at different sites; they can be used in Strategic Research Agenda Setting to identify represent the key strategic issues within a sector and research priorities are then identified from the strategy diagram; and, lastly they can be taught as a way of capturing evidence-based strategies within Evidence-Based Action Capacity Building.

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[8] See the bottom of the page at http://parkerduignan.com.pwd/climate-change for such a strategy diagram.