



Collaborating for Systemic Change

The *Hamba Nathi* Case Study

■ Framing Collaboration in the Context of Systemic Change: ● *Iceberg Model of Systems Change*

A definition of systems change is confronting root causes of issues (rather than symptoms) by transforming structures, customs, mindsets, power dynamics and policies, by strengthening collective power through the active collaboration of diverse people and organisations. This collaboration is rooted in shared goals to achieve lasting improvement to solve social problems at a local, national and global level.

The *measurement of any initiative that aims to affect systemic change* should incorporate not only goals and measures at *incremental level* but also at *transitional level* so that *transformational / systemic change* is possible. Below gives an overview of the framework and an example using Hamba Nathi



The diagram illustrates the Iceberg Model of Systems Change. It features a stylized iceberg with three distinct levels. The top level, above the waterline, is labeled 'Incremental Change'. The middle level, partially submerged, is labeled 'Transitional Change'. The bottom level, fully submerged, is labeled 'Transformational Change'. Three horizontal lines extend from the text descriptions on the right to the corresponding levels of the iceberg.

Incremental Change: Incremental: doing things better within the same rules (working 'inside the box').

Hamba Nathi goal Example: Improved foundation phase literacy and numeracy skills in 3000 children reached directly by programmes being implemented by our partners.

Transitional Change: shifting to new rules (often through policy shifts and/ dialogue and/ organisational change); finding a way outside the box.

Hamba Nathi Goals Example: (1) Identified evidence-informed, scalable model(s) for improving literacy and numeracy in children using catch-up interventions. (2) Insights on approaches for effectively addressing learning losses are showcased to influence use broadly. (3) Catch-up programmes and strategies remain on the national agenda and there is allocated budget by Government (Treasury).

Transformational Change: Establishing NEW rules (operating 'outside the old box') and a new better way becomes the norm – complete mindset/cultural/ behavioural change

Hamba Nathi goals Example: (1) Catch-up interventions are prioritised nationally by public and private stakeholders, (2) Model is widely implemented so that all learners have the foundational literacy and numeracy skills to prepare them for future learning and development

Sources:

Catalyst 2030, About Systems Change, <https://catalyst2030.net/what-is-systems-change/>

Loginova, J and Batterbury, S.P.J, 2019. Incremental, transitional and transformational adaptation to climate change in resource extraction regions, DOI: <https://doi.org/10.1017/sus.2019.14>

Waddell, S, 2019. Achieving transformational change, <https://i2insights.org/2019/03/05/transformational-change/>



Thank you



Some *Transitional Activities* might include

1. Develop *insights* that many can use: Research, Programme, Diagnosis tools e.g. Data Dashboard.
2. Advocate for awareness, consensus, appetite and adoption of *insights* e.g. Municipalities using the data for decision-making
3. Support and incubate models to *develop and identify effective and scalable models*. e.g. Hamba Nathi model is effective in highlighting core curriculum and ASPs as effective approaches for addressing learning losses in foundation phase learners.
4. Advocate for awareness, consensus, appetite and *adoption of models*. e.g. getting more initiatives to adopt approaches, and keeping learning losses on the national agenda

Building a Pipeline of Talent



#4 We equip children with foundational *literacy & numeracy* to unlock talent

This contributes to the Group Milestone of:
5.1 By 2030 X number of people will have improved literacy and numeracy outcomes



Incremental

By 2026, we will have trained 10k teachers to effectively teach literacy and numeracy and improved literacy and numeracy outcomes in 250k learners in 600 schools



Transitional

By 2026, at least 2 more provinces replicating the effective numeracy & literacy model.
By 2026 We will have identified/ developed 5 scalable models that are effective in improving learner outcomes in numeracy and literacy
10 times our investment in funding leveraged for replication/adoption of the models



Transformational

In 2026, literacy levels amongst learners in Grade 4 will return to pre-Covid levels (from 81% to 78%).

By 2028 at least 50% (currently 37%) of Grade 5 learners demonstrate that they acquired basic maths & science knowledge