



2017 - 2018  
Impact  
Report



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## *Letter from the directors*

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**The Reos Partners team is driven by a passion to contribute to addressing vital social challenges.**

During 2017-2018, we worked on 43 significant projects involving more than 25 countries. These projects dealt with a range of issues and involved a wide diversity of stakeholders. Each has its own impact story and lessons learned. But they share a common approach which we have developed over 25 years of supporting teams of leaders to transform their realities.

Realities are not transformed by workshops alone. They are transformed when a diverse set of actors from across a system build their capacity to lead complex change, shift their narratives about the future, strengthen their relationships, design and commit to new actionable strategies, and then bring these strategies to life. This is our work.

***This assessment will help us and our partners better understand our current contribution, and where we need to learn and grow.***

In our ongoing quest to grow our impact, we are taking an evidence-based approach to evaluation. We gathered and analysed data and stories across our projects. We also looked at ways we make a difference beyond our projects through thought leadership and capacity building. This assessment will help us and our partners better understand our current contribution, and how we can do better.

While this report focuses on our impact in 2017-2018, many of our initiatives are long term. We started some of our current activities 5 years ago. Others are just starting and aim to continue with for several years to come. Furthermore, part of our impact comes from helping actors to move forward with this work beyond our collaboration with them. This year we intend to assess the impact of our work over the past 25 years.

We have found this impact assessment process both affirming and illuminating. It has provoked us to ask new questions. We hope that you find it useful, and we look forward to continuing to collaborate and learn with you.

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On behalf of Reos Partners,

Steve Atkinson, Mille Bojer, Leigh Gassner, Adam Kahane, Colleen Magner, Joe McCarron, and Christel Scholten

**Directors**

# *An unconventional approach to systemic change*

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## **Our work starts when change requires collaboration**

We work in complex situations, where the status quo is unsatisfactory, old solutions are insufficient, and no one actor can change the system on their own. In these contexts, we support and guide diverse groups of stakeholders to come together in processes where they can build trust and understanding, re-perceive their reality, and discover and enact new possibilities.

## **We work with people who are ready for change**

Our best collaborations are with dedicated actors in a system who:

- have a drive to make change
- can see themselves as part of the problem and solution
- are willing to take risks and collaborate outside of their comfort zone
- are committed to seeing the work through
- can let go of a need to predict and control what the outcome will be
- can share ownership of the process
- are able to gather the political, social, human, and financial resources needed to match their ambition

## **We develop processes that are systemic, collaborative, and experimental**

By bringing the full diversity of a system into the process, we create new and holistic understanding of that system. Participants in our processes come to understand one another's perspectives and together explore areas that they need to learn

more about. The methodologies that we use change the mode and substance of conversations, enabling participants to move past stuck debates and into working together. Through processes that unlock creativity and experimentation, participants identify leverage points for change, and develop and test new responses.

## **Our processes lay foundations for change**

Our processes create the conditions that are required for changing systems. As highlighted in this report, our processes reliably create

- new and improved relationships
- changes in language and narratives
- capacities and approaches
- insights
- deepened commitments
- changes in mindset
- new actions and behaviours
- collaborations
- experiments
- initiatives

## **We employ innovative and tested approaches**

We take a custom approach to every situation. Two tested approaches that we often use, separately or in combination, are transformative scenarios processes and social labs.



## Transformative Scenarios Processes

Transformative scenarios processes (TSP) are structured, creative processes in which diverse actors develop stories about possible futures related to a complex challenge. The actors that participate in a transformative scenarios process are not scenario experts, but rather a diverse set of people who face a complex challenge together. Through the process the participants come to better understand the forces that might change the future of their system, and what they can and must do to influence that future.

Transformative scenarios processes are often used in contexts where there are divided perspectives. The process enables a group to create shared understandings, clearer intentions, and improved relationships. As a result, actors in the system behave in new and different ways in order to help

shape a better future. The scenarios themselves can also contribute to public dialogue and to identifying new possibilities for action.

## Social Labs

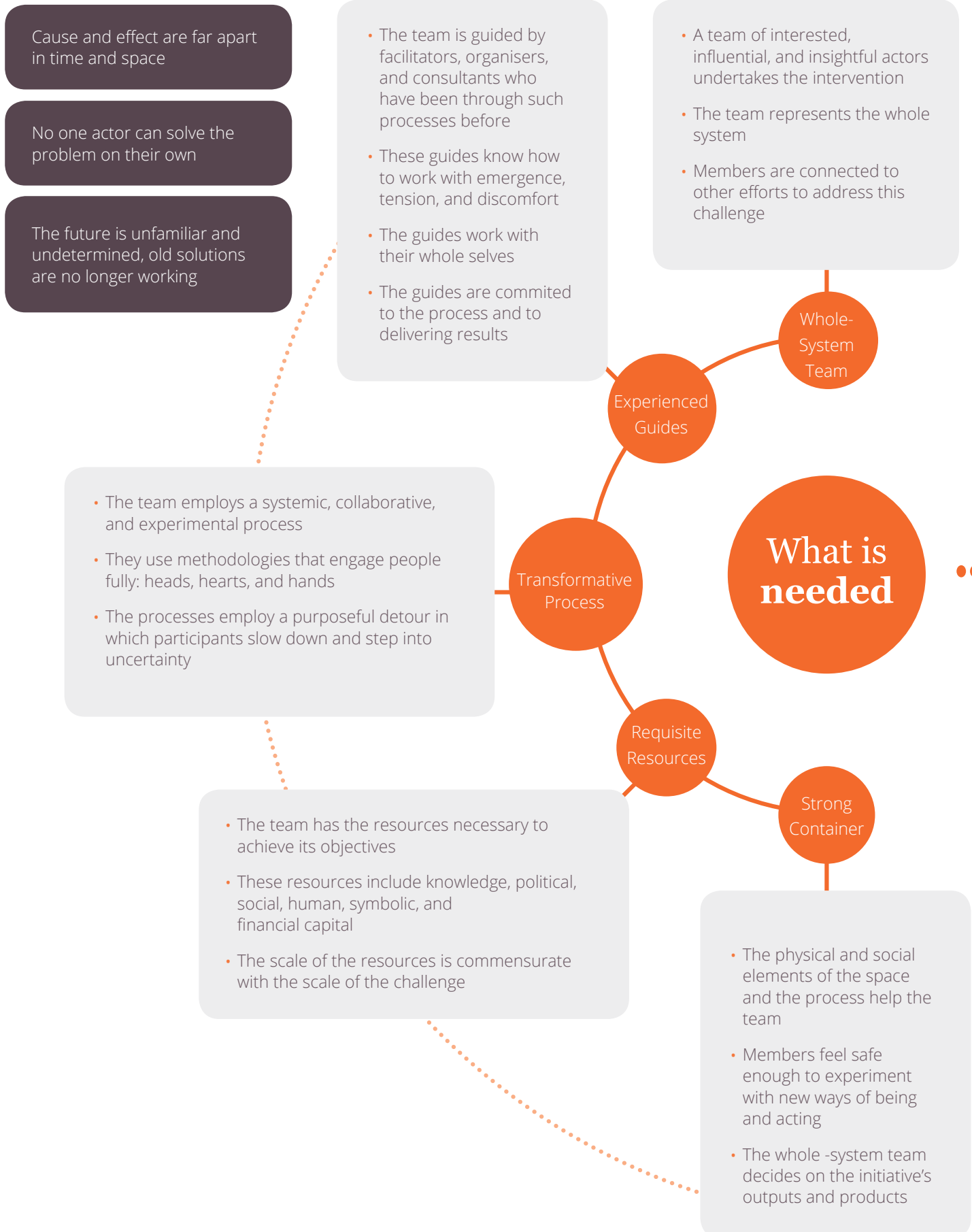
Social labs are intensive, experimental processes that bring together actors who are ready to think and act together in order to address a complex challenge. In social labs, diverse actors from across a system find the root causes underlying their challenge and then devise and test solutions together. They test their solutions and learn together both in the lab and in the real world. Social labs can take place over a few months or can become long-term platforms for collaborative learning and action.

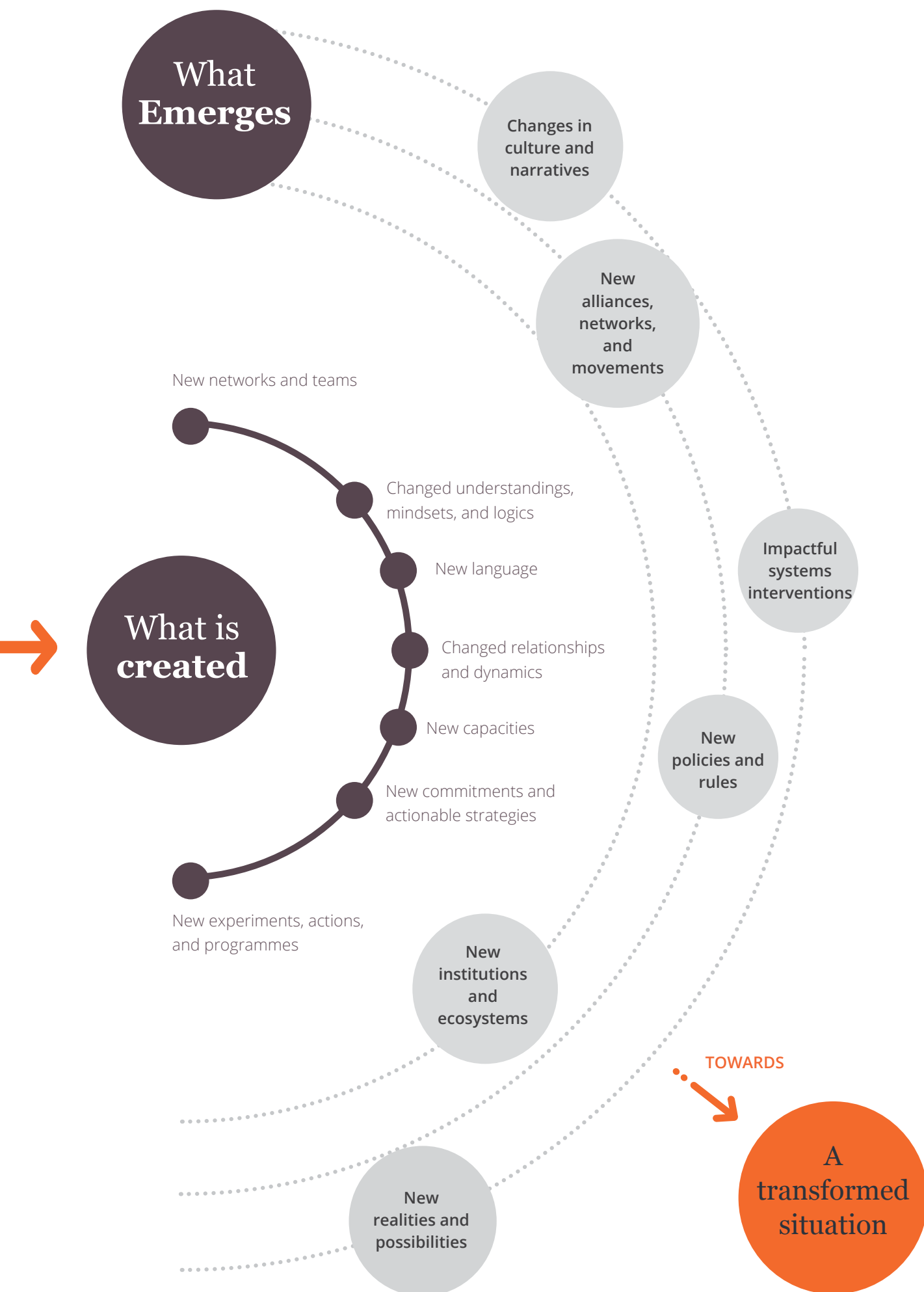


## *We work on addressing sustainability challenges globally and locally*

Our work aims to improve social systems so that they function better for all people involved in them. As is evident in the projects profiled in this report, we work on a wide diversity of topics in geographic areas across the world. We have experience supporting change on all of the 17 Sustainable Development Goals (SDGs) which make up the United Nations 2030 Agenda.

## Our work starts with a complex social challenge





# The Reos Effect

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**In 2018 we surveyed 110 project participants. The Reos Effect captures what they told us about how participating in a Reos Partners project impacted them.**



## Enabling dialogue and collaboration

*"The process enabled dialogue between people, organizations, and points of view that did not have the practice of dialogue."*

- Participant in the Transformative Scenarios for Basic Education in Brazil Process

*"Where we've gotten to in terms of our goals, it's not rocket science, but bringing everyone along and getting everyone's agreement has been foundational."*

- Participant in the Canadian Engineering Change Lab



## Valuing diverse perspectives

*"The most significant change was my empathy with opinions divergent from mine. With the process I learned that it is possible to find a way. This path does not necessarily have to be what's best for me, but what's best for education".*

- Participant in the Transformative Scenarios for Basic Education in Brazil Process

*"I better understand the situation of other countries, which helps me when I comment on projects at different levels."*

- Participant in the Scenarios Process for the Future of the Northern Mozambique Channel



## Fostering hope and commitment

*"The most significant change for me is a hope that people can work together and respond for a positive change."*

- Participant in the Adaptation at Scale in Semi-Arid Regions Transformative Scenarios Process

*"At the Lab, I had the opportunity to visit Bolivian immigrants working in the fashion industry and became aware of their challenges. The visit to the workshops and the opportunity to talk with them about these problems, and of course all the experiences of the Fashion Lab, led me to make the decision to dedicate myself even more to the improvement of the sector, especially with regard to formalization and globalisation of the Brazilian Fashion Industry."*

- Participant in the Brazil Sustainable Fashion Lab



## Generating systemic thinking

*"A significant change for me was the confirmation of the need for a complexity lens and a platform to deal with wicked complexity which characterizes inequities in health and well being in urban settings."*

- Participant in the Higher Education Emergency Aid Lab

*"The process led to a broadening of the vision about the educational reality of Brazil and about the forces that act in this context."*

- Participant in the Transformative Scenarios for Basic Education in Brazil Process





## Learning useful tools and approaches

*"I have used some of the practices used in the scenario work with our teams working on population health risks to strengthen our system analysis practices and identify targeted places for intervention."*

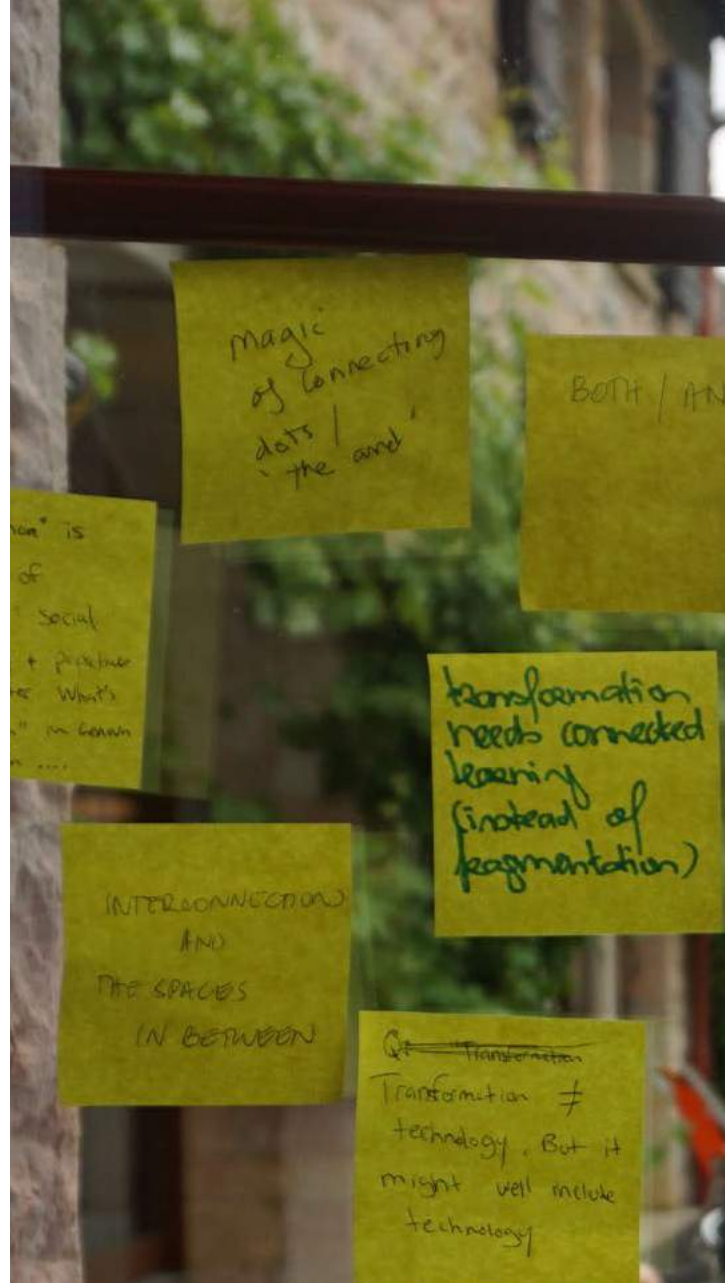
- Participant in the Health System Scenarios Process

*"We experiment. We try something. We measure it. If it doesn't work, we try something else."*

- Participant in the Higher Education Emergency Aid Lab

*"I look out for learnings in every situation. I don't wait for perfection to move with a product."*

- Participant in the Inclusive Insurance Innovation Lab



*"I learnt that multiple perspectives is the way to build a reality...the process makes one more tolerant towards contrarian views."*

- Participant in the Adaptation at Scale in Semi-Arid Regions Transformative Scenarios Process

## Our 2018 impact in numbers

**22** COUNTRIES  
WORKED IN



**43**

PROJECTS



**17**

SOCIAL LABS



**Note:** These project types do not account for all projects by Reos partners

**13**

TRANSFORMATIVE  
SCENARIOS PROCESSES



**6**

STRATEGIC  
PLANNING  
PROCESSES



**2**

ACCELERATORS



**4**

LONG TERM  
MULTI -  
STAKEHOLDER  
PLATFORMS



## What has changed?

**72%** of participants saw changes in the systems that they were working to influence

On average participants said that the contribution of the **Reos project** to the change was

**58%**

## Types of system change



Enhancing coordination

Generating collaboration

Fostering dialogue

Creating collaborative and systemic initiatives

Transforming perceptions

Changing narratives and the public debate

Changing policy and regulation

Creating communities supportive of change

Generating foresight and systemic understanding

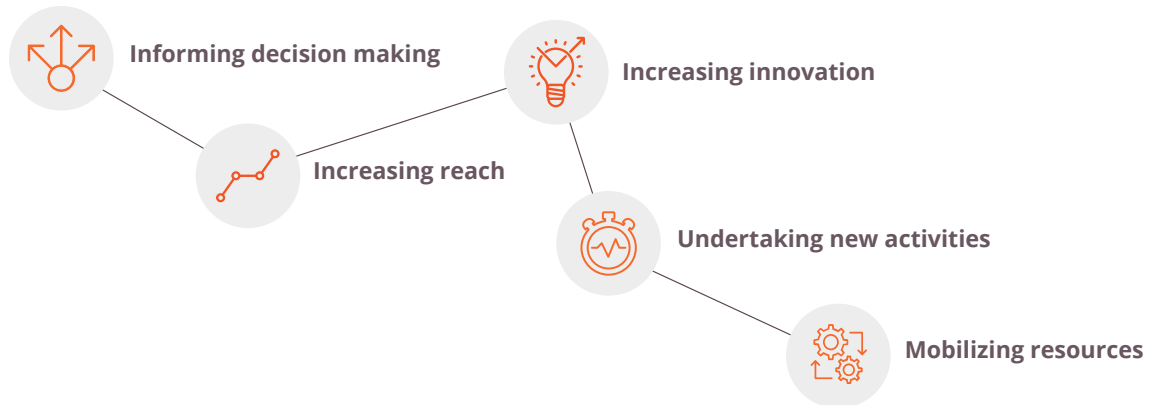
# 75%

**of participants**  
saw a change in their  
organization or network

On average  
participants said that  
the contribution of  
the **Reos project** to  
the change was

# 74%

## Types of organization and network change



## Changes for participants



# 94%

**of participants**  
thought that their  
capacity  
to create change improved

# 87%

of participants took action or  
changed their behaviour as a  
result of their participation

## Changes from events



**50%** of events increased capacities to use new tools and approaches very well, with the other half still reporting an increase

**60%** of events generated actionable insights very well

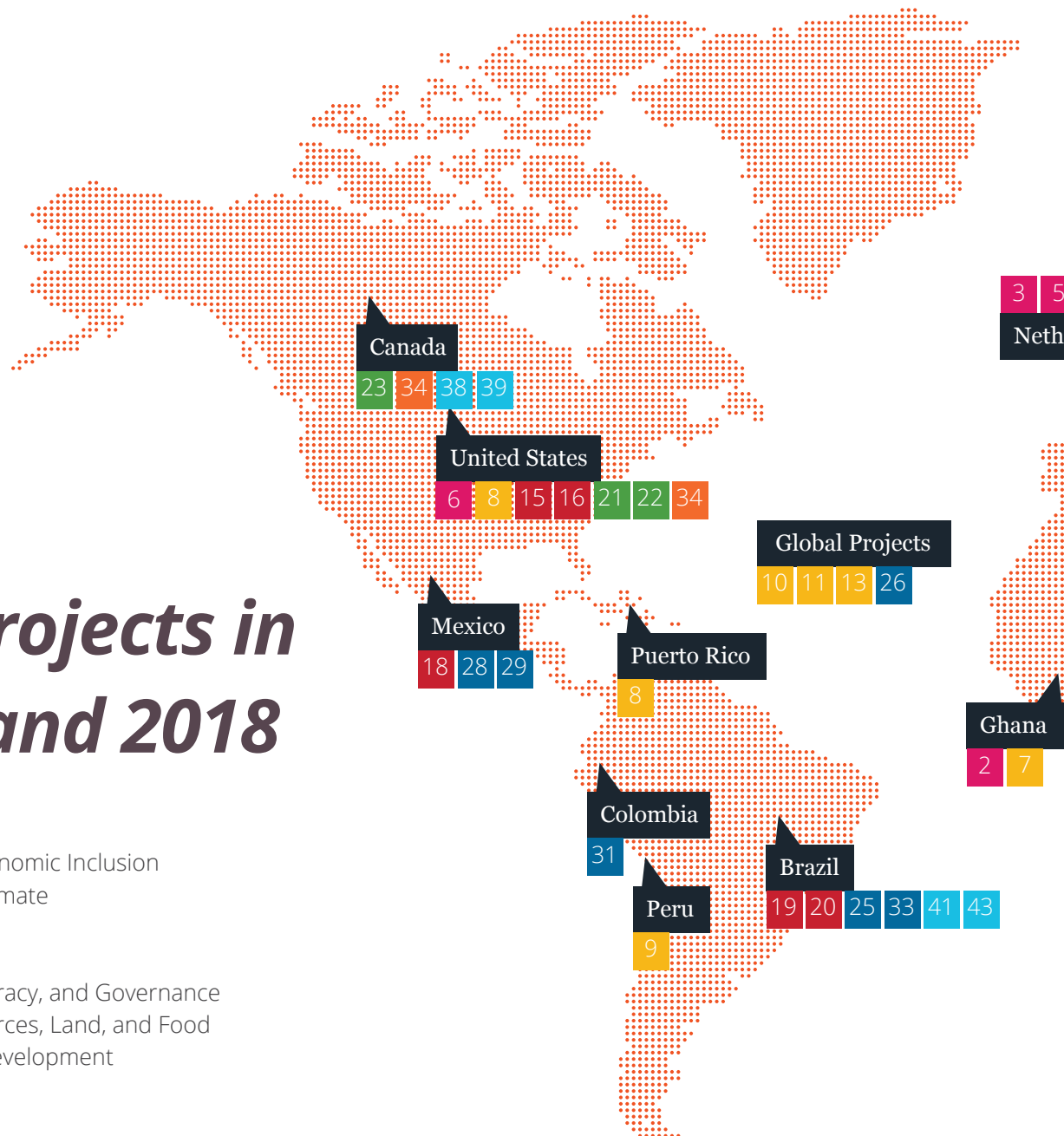
**60%** of events helped participants strengthen relationships very well

# 100%

of events increased  
participants' commitment to  
tackle the discussed  
challenge very well

# Our projects in 2017 and 2018

- Social and Economic Inclusion
- Energy and Climate
- Education
- Health
- Peace, Democracy, and Governance
- Natural Resources, Land, and Food
- Sustainable Development



## Social & Economic Inclusion

- 1 Advancing Roma Inclusion
- 2 Inclusive Insurance Innovation Lab
- 3 Matchpoint Change Lab
- 4 Partnering for Growth
- 5 Sustainability Pact Eindhoven
- 6 University of Massachusetts Medical School Lab on Culture Change

## Energy & Climate

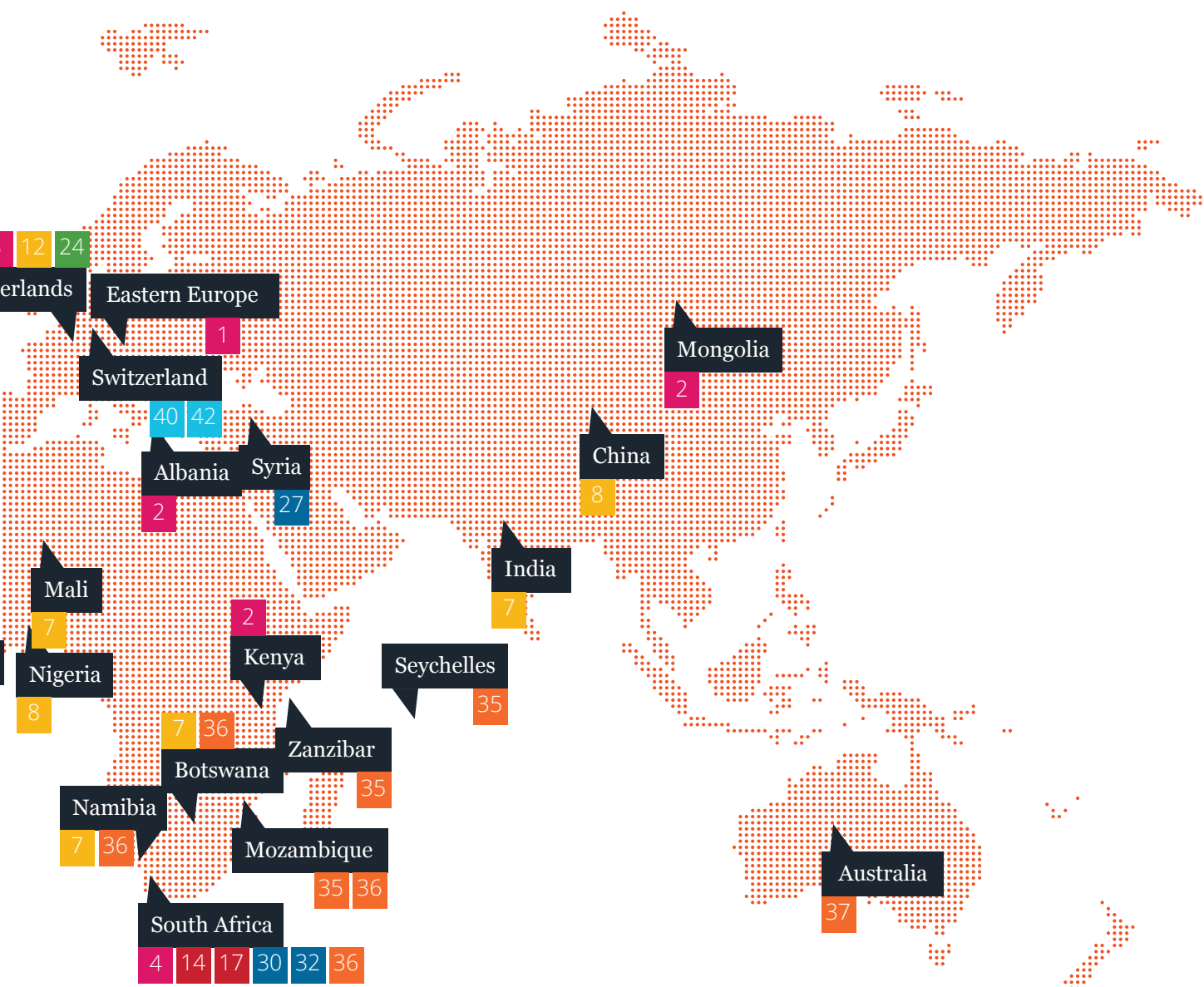
- 7 Adaptation at Scale in Semi-Arid Regions
- 8 Electricity Innovation Labs
- 9 Energy Futures in Peru
- 10 ICRC Energy Futures
- 11 Making Pathways Programme
- 12 North Sea Energy Lab
- 13 Strategic Reorientation for START

## Education

- 14 Addressing Race Issues Initiative
- 15 Charleston Shared Future Initiative
- 16 Higher Education Emergency Aid Lab
- 17 Mandela Rhodes Foundation Leadership Programme and Impact Review
- 18 Mexican Education Lab
- 19 Scientific Network for Early Childhood Strategic Planning
- 20 Transformative Scenarios for Basic Education in Brazil

## Health

- 21 Advancing Neuroscience Discovery Process
- 22 Health System Scenarios
- 23 Imagining a Good Life for Our People
- 24 Psylab



### *Peace, Democracy, & Governance*

- 25 Civil Society Scenarios for Brazil
- 26 Conducive Space for Peace
- 27 Justice Innovation Project
- 28 Possible Mexicos
- 29 Post-Earthquake México
- 30 Rand Merchant Bank Culture and Strategy Strengthening Project
- 31 The Future of the North Cauca Valley and Buenaventura, Colombia
- 32 The South African Reserve Bank Culture Strengthening Process
- 33 Violence Against Women Lab

### *Natural Resources, Land, & Food*

- 34 Community, Economy, and Place Initiative
- 35 Scenarios for the Future of the Northern Mozambique Channel
- 36 Southern Africa Food Lab
- 37 The Future of the Forests in Eastern Victoria

### *Sustainable Development*

- 38 BGC Engineering: System Leadership Capacity Building
- 39 Engineering Change Lab
- 40 Geneva Sustainable Finance Collaboration
- 41 SDG Philanthropy Platform
- 42 Strategic Framework Development for the SDG Lab
- 43 Sustainable Fashion Lab





## 1. Advancing Roma Inclusion

Exploring potential pathways for advancing the social inclusion of Roma people in municipalities in Eastern Europe

*Strategic Partners and Funders*  
**World Bank**

## 2. Inclusive Insurance Innovation Lab

Innovating to increase the uptake of good quality insurance by vulnerable people and businesses to protect them from the consequences of crises in Albania, Ghana, Kenya, and Mongolia

*Strategic Partners and Funders*  
**Access to Insurance Initiative, Global Leadership Academy, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)**

## 3. Matchpoint Change Lab

Supporting collaborative work on societal issues by developing abilities in innovation, collaboration, and systemic understanding in a growing network of professionals in the city of Amersfoort, Netherlands

*Strategic Partners and Funders*  
**Matchpoint, Covey Institute**

## 4. Partnering for Growth

Supporting collaboration between the public and private sector to improve economic outcomes in urban spaces in South Africa

*Strategic Partners and Funders*  
**World Bank, Swiss State Secretariat for Economic Affairs**

## 5. Sustainability Pact Eindhoven

Accelerating sustainability in the built environment through multi-stakeholder collaboration and innovation in the city of Eindhoven

*Strategic Partners and Funders*  
**Municipality of Eindhoven, Woonbedrijf, 'thuis, Wooninc, and Trudo social housing corporations**

## 6. University of Massachusetts Medical School Culture Change Lab

Supporting experimentation towards an inclusive culture at the school

*Strategic Partners and Funders*  
**University of Massachusetts Medical School**



## 7. Adaptation at Scale in Semi-Arid Regions

Supporting the replication and use of scenarios processes to help bridge the gap between researchers and those needing new data to support climate change adaptation in semi-arid regions

*Strategic Partners and Funders*  
**University of Cape Town**

## 8. Electricity Innovation Labs

Supporting innovation, collaboration, and acceleration of ideas that will transform electricity systems

*Strategic Partners and Funders*  
**Rocky Mountain Institute**

## 9. Energy Futures in Peru

Initiating a stretch collaboration process to help key actors in Peru address energy system challenges and opportunities

*Strategic Partners and Funders*  
**Shell Peru**

## 10. ICRC Energy Futures

Envisioning and innovating towards sustainable and effective energy solutions in humanitarian contexts

*Strategic Partners and Funders*  
**International Committee of the Red Cross**

## 11. Making Pathways Programme

Using energy system modelling, transformative scenarios processes, and social labs to support the transformation of energy systems at the sub-national level

*Strategic Partners and Funders*  
**Rockefeller Brothers Fund**

## 12. North Sea Energy Lab

Supporting and accelerating the transition to sustainable energy in the Dutch North Sea by stimulating and supporting the societal innovations needed to make it happen while addressing other existing and future uses of the area

*Strategic Partners and Funders*  
**Topsector Energy, The Netherlands Enterprise Agency**

### 13. Strategic Reorientation for START

Supporting the development of a strategic “reboot” and five year strategy to enable the organisation to best contribute to advancing solutions to critical sustainability challenges

*Strategic Partners and Funders*  
**START**

## Education



### 14. Addressing Race Issues Initiative

Working with teachers in order to support a secondary school to learn to address issues of race

*Strategic Partners and Funders*  
**Withheld due to confidentiality**

### 15. Charleston Shared Future

Working to ensure educational success for all children in the Charleston County School District by imagining possible futures and, in the process, developing system understanding and collaboration skills

*Strategic Partners and Funders*  
**Charleston County School District**

### 16. Higher Education Emergency Aid Lab

Making it possible for students in higher education in the United States to continue and complete their studies by innovating in how to provide support when they face short-term financial crises

*Strategic Partners and Funders*  
**Bill and Melinda Gates Foundation**

### 17. Mandela Rhodes Foundation Impact Review and Leadership Program

Helping the Mandela Rhodes Foundation to deliver a leadership programme to its scholars and to assess the impact of all of its programmes

*Strategic Partners and Funders*  
**Mandela Rhodes Foundation**

### 18. Mexican Education Lab

Discovering, testing, and implementing systemic changes to improve the learning of children and young people in Mexico

*Strategic Partners and Funders*  
**Méxicos Posibles, Aspen Institute México, Secretaría de Educación Pública**

## 19. Scientific Network for Early Childhood Strategic Planning

Supporting the partners in the Scientific Network for Early Childhood to plan their next 3-year cycle to better inform and influence public policies, programmes and services with science-based knowledge and strategies

### Strategic Partners and Funders

Bernard Van Leer Foundation, David Rockefeller Center for Latin American Studies, Harvard University Center on the Developing Child, FMCSV, Inesper, Porticus, University of São Paulo Faculty of Medicine

## 20. Transformative Scenarios for Basic Education in Brazil

Imagining possible futures for basic education and contributing to public debate on the issue in a very polarized system

### Strategic Partners and Funders

Ação Educativa, Campanha Nacional pelo Direito à Educação, GIFE, Todos Pela Educação, UNDIME, CONSED, C&A Institute, Telefônica Vivo Foundation, Itaú Social Foundation, Unibanco Institute

# Health



## 21. Advancing Neuroscience Discovery Process

Supporting neuroscience thought leaders to explore what they might do and how they might collaborate to advance neuroscience discovery

### Strategic Partners and Funders

National Alliance on Mental Illness

## 22. Health System Scenarios

Catalyzing strategic thinking and conversation about the possible futures of health and health equity in the United States, and the opportunities, risks, and choices these futures present

### Strategic Partners and Funders

Robert Wood Johnson Foundation

## 23. Imagining A Good Life for Our People

Working with a diverse team of First Nations leaders in Canada to create a shared vision of a good life and to discover together how to bring this vision into reality

### Strategic Partners and Funders

Withheld due to confidentiality

## 24. Psylab

A collaborative innovation platform which is transforming the mental health care system in Limburg, Netherlands, in order to improve the quality of outcomes while lowering costs

### Strategic Partners and Funders

Vincent van Gogh Mental Health Care Clinic, VGZ Health Insurer



## 25. Civil Society Scenarios for Brazil

Inspiring and challenging Brazilian public, private, and civil society stakeholders to reflect and act on the role of civil society in addressing social, cultural, economic, and environmental issues in the country

### *Strategic Partners and Funders*

**D3 Articulation for Democracy, Dialogue, and Rights, General Secretariat of the Presidency of the Republic of Brazil, ABONG, Avina, C&A Institute**

## 26. Conducive Space for Peace

Generating improvement of the international systems that support peacebuilding through collaboration, innovation, and learning

### *Strategic Partners and Funders*

**Humanity United, Oxfam Ibis, Conducive Space for Peace (organization), Danida (Danish International Development Agency)**

## 27. Justice Innovation Process

Identifying goals and scenarios for addressing everyday legal problems after the conflict in Syria.

### *Strategic Partners and Funders*

**Hague Institute for Innovation of Law**

## 28. Possible Mexicos

Working together to address the inter-connected challenges of illegality, insecurity, and inequity, through enacting a "Responsible Mexico" scenario

### *Strategic Partners and Funders*

**CMM, Fundación Avina, Inter-American Development Bank, Ethos Institute, Causa en Común**

## 29. Post-Earthquake Mexico

Improving natural disaster readiness and response by learning from experiences in recent earthquakes

### *Strategic Partners and Funders*

**Fundación Aliat México**

## 30. Rand Merchant Bank Culture and Strategy Strengthening Project

Understanding how to better implement strategy by changing culture in the bank

### *Strategic Partners and Funders*

**Rand Merchant Bank**



### *31. The Future of the North Cauca Valley and Buenaventura, Colombia*

Developing shared understandings of factors that build positive peace and economic development in the region, through practicing dialogue and “collaboration with the enemy”

*Strategic Partners and Funders*

**Ford Foundation, Pontifica Universidad Javeriana de Cali, Fundación Carvajal Colombia**

### *32. The South African Reserve Bank Culture Strengthening Process*

Innovating so as to strengthen the culture of the South African Reserve Bank to better meet its purpose

*Strategic Partners and Funders*

**The South African Reserve Bank, International Development Group**

### *33. Violence Against Women Lab*

Reducing violence against women by building a less violent and more just society through improved coordination and collaboration among key stakeholders

*Strategic Partners and Funders*

**Avon Institute**

## *Natural Resources, Land, & Food*



### *34. Community, Economy, and Place Initiative*

Exploring how community development can help to achieve conservation goals and support rural and First Nations communities in one region to thrive economically, socially, and environmentally

*Strategic Partners and Funders*

**The Nature Conservancy**

### *35. Scenarios for the Future of the Northern Mozambique Channel*

Helping to achieve successful economic growth, build social welfare and equity, and maintain the health of ocean ecosystems in the Western Indian Ocean by imagining possible futures

*Strategic Partners and Funders*

**Cordio East Africa, World Wide Fund for Nature, Madagascar**

### 36. Southern Africa Food Lab

Catalysing action to foster innovations and experimental action toward a thriving, just, and sustainable food system in Southern Africa

*Strategic Partners and Funders*

**Southern Africa Food Lab**

### 37. The Future of the Forests in Eastern Victoria

Imagining possible futures for how to manage native forests for the shared benefit of the environment, timber workers, unions, and rural communities

*Strategic Partners and Funders*

**Withheld due to confidentiality**

## Sustainable Development



### 38. BGC Engineering: System Leadership Capacity Building

Contributing to transforming the global mining industry by supporting BGC and its internal team to develop the capacities required to convene and lead systemic change.

*Strategic Partners and Funders*

**BGC Engineering**

### 39. Engineering Change Lab

Enabling the engineering community to reach its potential in contributing to society

*Strategic Partners and Funders*

**Engineers Canada, Engineers Without Borders, Concordia University, York University Lassonde School of Engineering, Suncor, McConnell Foundation, Suncor Energy Foundation, Arconic Foundation**

### 40. Geneva Sustainable Finance Collaboration

Providing support to enable more systemic collaboration on sustainable finance between International Geneva and the finance community to mobilize finance for the Sustainable Development Goals

*Strategic Partners and Funders*

**Geneva 2030 Ecosystem, Sustainable Finance Geneva, SDG Lab, International Institute for Sustainable Development, Canton of Geneva**

### 41. SDG Philanthropy Platform

Supporting the philanthropy sector to collaborate around priority SDGs for greater scale and impact

*Strategic Partners and Funders*

**United Nations Development Programme, Rockefeller Philanthropy Advisors**

## 42. Strategic Framework Development for the SDG Lab

Identifying key functions and foci required to maximize Geneva's contribution to achieving the Sustainable Development Goals

Strategic Partners and Funders  
SDG Lab

## 43. Sustainable Fashion Lab

Collaborating and innovating to create a fashion industry in Brazil that is just and environmentally, socially, and economically sustainable

Strategic Partners and Funders

Associação Brasileira do Varejo Têxtil (ABVTEX),  
Associação Brasileira da Indústria Têxtil e  
de Confeção (ABIT), International Labor  
Organization, C&A Institute









A large, jagged iceberg floats in a calm blue sea under a cloudy sky. The iceberg's surface shows vertical ridges and textures. In the background, another smaller iceberg is visible on the horizon.

## ***Stories of Impact***

*We help people make breakthroughs with projects that span days, months, or years. The results range from new understandings and commitments to new initiatives and institutions.*





2

# ***Inclusive Insurance Innovation Lab***

**Increasing uptake of good quality insurance by  
vulnerable people and businesses**

## *The challenge:*

Millions of low-income households and micro- and small businesses around the world do not have access to high-quality insurance, leaving them vulnerable when crisis hits.

## *The aim:*

Increase uptake of good quality insurance by vulnerable people and businesses

## *Changing perspectives*

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When she met him on a learning journey near Accra, Ghana, a local fisherman told Solace about his fears for the future. He worried that a storm might destroy his equipment and his ability to sustain his livelihood, or that he might never recover from the financial impact of an illness. Eight months later the fisherman was still on Solace's mind. "We have told you our story. Now what are you going to do for us," he had said. This fisherman became central to Solace's

thinking about how her company can better serve vulnerable people.

Solace Odamtten-Sowah, who works for an insurance company in Ghana, went on the learning journey as part of the Inclusive Insurance Innovation Lab - an initiative which brought together key stakeholders in the insurance sector in four countries to develop innovative solutions to better protect vulnerable groups.

## *Undertaking a worthwhile challenge*

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Insurance protects against unforeseen losses and financial vulnerability and plays a vital role in promoting economic growth. Having access to insurance benefits can mean the difference between staying afloat or slipping into poverty in the face of an adverse event.

Yet in most developing and emerging economies,

insurance penetration rates are low, and vast segments of low-income populations, as well as micro and small businesses, remain excluded from insurance. Figuring out how to profitably and effectively offer protection to these groups requires innovative thinking and the involvement of the private sector, regulatory bodies, and other key actors.

## *Innovating together to find solutions*

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In 2017, Reos Partners, in collaboration with the Access to Insurance Initiative and the support of the Global Leadership Academy, launched the Inclusive Insurance Innovation Lab: bringing together cross-sector teams in Ghana, Kenya, Mongolia, and Albania to work in their own country contexts and to exchange with one another. Each country team has begun to innovate to increase the uptake of insurance by vulnerable people and businesses. These innovations range from developing new products, to raising awareness of the utility of insurance coverage, to changing regulation.

In all of the countries, a great deal of work remains in order to reach their aspirations, but the process has started, and the relationships and understanding are now in place to keep moving forward. Further, the ideas and models being developed can apply, not only in these first four countries, but in other places as well.

# Impact

based on survey results from 18 participants

94%

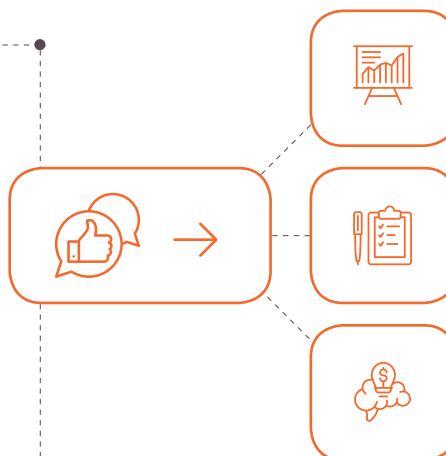
of participants report that they saw changes happening related to inclusive insurance.

75%

on average, participants felt that the contribution of the Lab to the change was 75%.

94%

of participants reported that they have changed their behaviour or taken action as a result of their involvement in the Lab and that their capacity to create change improved from their participation in the lab.



## Increasing collaboration and innovation

Over 60% of lab participants report that there is more collaboration happening as a result of the Lab. This includes collaboration among industry competitors and with regulators.

Lab participants have developed behaviours and mindsets that are enabling them to innovate in

their own organizations and also in collaborations.

*"Insurance companies are already embracing innovations and creating strategic units to tap into the opportunities being created by iii-lab. We are seeing willingness of companies to collaborate on innovation."* - Lab participant

## Changing regulation

As a result of the initiative there is new cooperation with national insurance regulators, which is leading to regulatory change.



## Reaching and serving customers better

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Lab participants have gained new approaches to learning about their customers' needs and to designing processes and products to meet those needs.

## New initiatives

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### Albania

- Development of insurance products for the agricultural sector: greenhouse protection and index insurance for seedlings

### Ghana

- Micro- and small business clinics
- E-platform for complaints and claims and to rate insurance companies

### Kenya

- An innovation initiative for insurance regulation
- Innovative partnerships for insurance including

engagement with mobile network operators, financial technology providers, and nano-lenders

### Mongolia

- Insurance game app to improve insurance awareness
- Inclusive insurance roadmap for the sector linked to Mongolia's National Financial Inclusion Strategy
- Development of an Inclusive Insurance logo
- Development of an insurance supermarket (online "one-stop shop" for insurance)
- Regulatory change to allow e-signatures





7

# ***Scenarios to Support Climate Change Adaptation in Semi-Arid Regions***

**Exploring the likely effects of climate change in order to reduce negative impacts**

## *The challenge:*

Semi-arid regions are uniquely vulnerable to the impacts of climate change. Changes in temperature and precipitation patterns are expected to be more extreme in these areas, which are home to hundreds of millions of people. Climate change will likely have severe impacts on water supply, agriculture, health, and more.

## *The aim:*

Catalyse thinking and action to enable semi-arid regions to proactively adapt to climate change in a way that supports wellbeing, including amongst the most vulnerable people



## Addressing an urgent need

The Paramount Chief of Ghana, Nana Kwame Nkyi XII, was only expected to make a brief appearance at the first workshop of the Transformative Scenarios Process. In the end, however, he ended up coming to all of the workshops. "I think people

were surprised by how relevant the process was," reflected one of the facilitators of the process, Karen Goldberg. "In these vulnerable regions, understanding what's going to impact the future feels very urgent."

## Working in multiple regions

The Adaptation at Scale in Semi-Arid Regions (ASSAR) project is an interdisciplinary research initiative focused on understanding the opportunities and barriers to scaling climate change adaptation in these vulnerable regions. To advance research that informs policy and practice in semi-arid zones, six regions engaged in the transformative scenarios process approach, with support and guidance from Reos Partners. Each process focused on concerns most relevant to the region.

To increase the reach and impact of the project, Reos Partners built the capacity of local convenors to undertake many or all parts of the

### Regions and topics

**Bangalore, India - The future of water security**

**Bobirwa, Botswana - The future of land use**

**Jalna, India - The future of water**

**Koutiala, Mali - The future of agriculture, natural resources, and food security**

**Omusati, Namibia - The future of water for productive use**

**Upper West Region, Ghana - The future of agriculture**

transformative scenarios process. This enabled many processes to take place within a constrained budget, and created capacity among local actors to lead future processes as well.

## Creating the conditions for change

While each process was unique to its region, each produced a similar result: participants developed relationships with diverse actors and gained an understanding of each others' perspectives. In the months following the workshops, some of these relationships and understandings were put into action to great effect. Many participants reflected that much more is required to help these regions successfully adapt. It is clear the work here has only just begun.

The process has also led to active collaboration among participants, coordinated local and



regional planning to address the issues identified, and to participants sharing the knowledge and perspectives that they gained by using various communication platforms including radio shows and community activities.

# Impact

based on survey results from six participants

## 100%

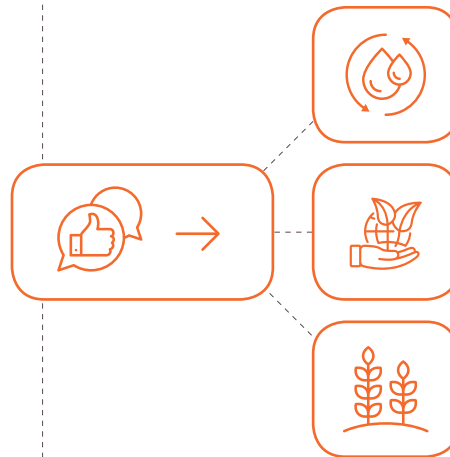
of participants report that they believe that their capacity to create change increased as a result of participating in the project.

## 80%

report that they took action or changed their behaviour.

## 80%

of participants report seeing changes in the organizations or networks that they are a part of. On average they believe that the contribution of the scenarios process to creating those changes was 80%.



*60% of participants report seeing systemic changes. On average they believe that the contribution of the scenarios process to creating those changes was 67%.*

## New initiatives

### A new approach to sewage treatment

Two collaborators who met each other in a workshop of the initiative have started a business which is building 14 zero-power, natural sewage treatment plants in India.

### Capacity building

Initiatives to build key adaptation capacities in youth, women, and farmers are underway.

*"Scenario Based Capacity Building was designed to support dry season farmers in water management and adaptation practices in two districts in the Upper West region of Ghana. This capacity building activity led to the creation of Climate Advisory Resource Centers (the first of their kind in Ghana)*

*where farmers are trained on water management and adaptation options through training videos in the local language."* - Scenarios Process Participant from Ghana

### Mobile app for information sharing

*"Through the Scenarios Process there was an idea that emerged recommending facilitating an information exchange between stakeholders and researchers. This recommendation led to the development of a mobile app that focuses on sharing information on the key themes from the Scenarios Process with stakeholders in Northern Ghana. The mobile app is called Adaptation Hub and it is currently on the Google Playstore."* -

Scenarios Process Participant from Ghana



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## ***North Sea Energy Lab***

**Supporting multi-stakeholder innovation to enable renewable energy production in an ecologically vulnerable, crowded region**

### ***The challenge:***

Developing wind energy off the coast of the Dutch North Sea is one of the Netherlands' core strategies for meeting its carbon emission reduction goals, and is planned for rapid upscaling in the next decades. At the same time, the North Sea is a vulnerable ecosystem and already has many other, potentially competing, uses which might be negatively impacted by offshore wind energy development.

### ***The aim:***

Enable large-scale wind energy development to happen in a way that does not undermine other priority uses and functions

## Confronting competing needs

In 2016 Topsector Energy and RVO, the Dutch government agency responsible for energy policy, convened the North Sea Energy Lab, which has been supported and facilitated by Reos Partners. The Lab brought together participants ranging from fisherfolk to energy company representatives to government officials to jointly explore possible solutions.

In the first meeting of the North Sea Energy Lab a participating fisherman declared "I'm only here to make sure that my future isn't harmed." He was not the only person present who was worried that significant wind energy development on the

Dutch North Sea was going to undermine their livelihood and future. A massive increase in wind energy installations is planned for this ecologically vulnerable area, which is already heavily used for fishing, oil and gas extraction, shipping, recreation, sand extraction, and military activities.

*"You cannot develop the North Sea without cleverly looking at the different uses," said participant Floris van Hest, Director of the North Sea Foundation.*

*"Some uses can't go together, and they need to have separate zones, while others can. In any case, you need an integrated approach."*

## Finding integrated solutions

Through the North Sea Energy Lab, nearly 200 key stakeholders came together over two and a half years, and developed a shared understanding of the different functions, interests, and needs in the area as well as planned changes. They identified that an integrated approach to development could potentially benefit the fisheries and oil

and gas industries in their transition to more sustainable practices, and could support ecological restoration. A process of prototyping solutions led to further learning about the system as well as the development of pilot initiatives - some of which have become independent spin-offs.

## Developing a shared future

Through the lab, key stakeholders learned that wind energy development can be undertaken in a way that yields benefits for all stakeholders, and that it will require ongoing coordination, dialogue, and innovation. Building on the trust, relationships, and understanding developed in the lab, the government, energy companies, and other stakeholders are now leading further processes to continue this exploration together.





# Impact

based on in depth interviews with ten participants

## A more inclusive approach to development

When the North Sea Energy Lab was initiated, many stakeholders were focused on developing wind power in the most cost-effective way. Through the lab, the priority for development in the Dutch North Sea has shifted towards more integrated development, which supports ecological restoration, nature protection, the transition of fishing practices, energy production, and mutually beneficial ownership models. Participants report that the lab also contributed to:

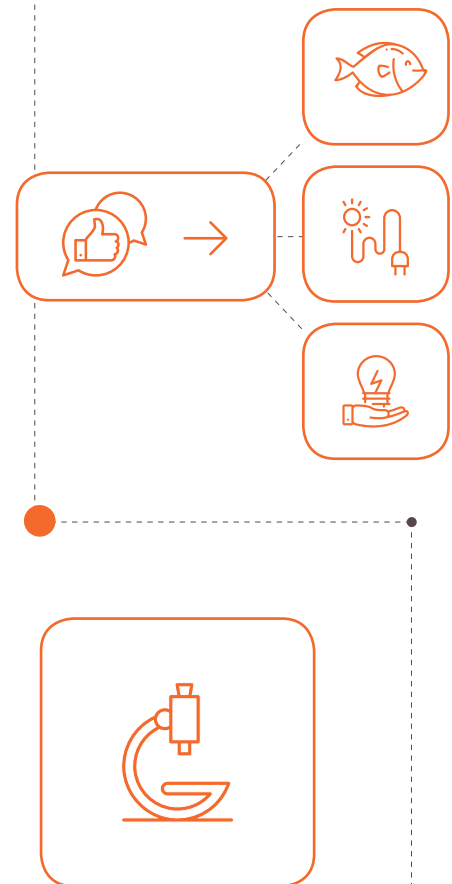
- Creating more awareness of different potential scenarios for the development of the North Sea
- Increasing their capacity to contribute positively to a better shared future
- Increasing trust between stakeholders
- Creating a shift in fisherfolk towards becoming more futureoriented, rather than protective of their current practices

## Pilots and prototypes

Through the lab, prototypes and pilots have started in the areas of:

- Ecosystem restoration in combination with windpark development
- Combining low-impact fisheries with windmills (now an independent initiative)
- Shared ownership models of offshore wind development (now an independent initiative)

In addition to intentional pilots and prototypes, the lab also provided space for many spontaneous new alliances, collaborations, and spin-offs, such as a startup that is working on floating solar panels in collaboration with fisheries, and a university design challenge for integrated North Sea development.



## Policy changes

The lab has identified the need for policy changes in the tendering process of windparks and in the governance of the development of the North Sea. An independent committee, building upon the work of the lab, is advising the Dutch government on restructuring of the governance of the North Sea.



# *Higher Education Emergency Aid Lab*

**Co-Creating emergency aid programmes that support student success in the United States**

## *The challenge:*

Approximately 3 million students in the United States drop out of college each year due to a small, unexpected expense, such as a medical bill or a car breakdown.

While 70 percent of post-secondary institutions provide some form of emergency aid, few institutions have a robust program that offers the potential for maximum impact on student retention and completion.

## *The aim:*

Supporting colleges and universities across the U.S. to develop emergency aid programmes that increase student success

## A surprisingly complex challenge

As Karl Smith recalled, “At the first workshop of the lab I thought we could work this out in one day...I quickly realized it’s not that simple.”

Karl was part of the Emergency Aid Lab, which brings together higher education leaders, faculty, and students to determine how to best structure an effective, integrated emergency aid programme. Since 2016 Reos Partners has been developing and leading the lab with funding from the Bill & Melinda Gates Foundation.

The lab revealed several challenges to providing effective emergency aid. Most aid was given out in an ad-hoc fashion, with different departments on campuses unaware of the efforts of others. Aid resources were designed around the institutions’ structures, rather than student needs. Many students did not know about emergency aid, and if they did, many were hesitant to ask for help.

## Experimenting to find solutions

Over an 18-month period five institutions worked on a process that involved:

- Developing an overview of the current state of emergency aid on their campus
- Assessing the gap between the current state and their vision of an effective programme
- Designing a portfolio of work to bridge the gap
- Prototyping solutions
- Working in a systemic, collaborative, and experimental way to transform the delivery of emergency aid on their campus

Nearly 175,000 students are served by the five participating institutions. A community of practice, totaling more than 100 individuals, has contributed to the project.

## Innovative solutions

Through the lab a number of innovative solutions were developed, including:

- A website to serve as the hub for emergency aid information and requests
- A simplified application
- Data tracking to better understand student needs
- A review of policies to revise those that interfere with student success
- Faculty involvement to help identify students in need
- Communications campaigns to build awareness and reduce the stigma of asking for help

*“It used to be the best-kept secret on campus. Now we are telling people about it. We’re teaching people how to discuss it with students. We are empowering faculty. We’re empowering staff. And so the students are coming. Emergency aid is already working.”* – Lab Participant

## Creating change at scale

The learnings from the lab are being synthesized into the Roadmap for Effective Emergency Aid, which includes an interactive, online course (the Emergency Aid Roadmap); in-person workshops led by Reos Partners; and ongoing coaching. Combining practitioner-tested guidance with Reos Partners' processes, the Roadmap guides institutions in designing an effective emergency aid

programme that meets their institution's needs.

The Reos Partners team aims to expand the impact of the Roadmap by engaging with a new cohort of institutions when the online course is complete in the fall of 2019. The ultimate goal is to make the Roadmap available to all U.S. higher education institutions, and help keep millions of students in school.

## New collaboration and innovation

In addition to advancing progress on emergency aid, lab participants report that staff across the institution are collaborating and innovating in new ways:

*"We have made great progress on our emergency aid programme because we are collectively committed. It is not solely about the need—that always existed. The difference is that we are working together to leverage change."*

- Lab Participant

*"We have changed the culture so that we are collectively working to do what is right for students."*

- Lab Participant

*"We have now developed trust and systems for communication and a sense of how we assess, plan, and work together that we didn't have before."*

- Lab Participant





# Impact

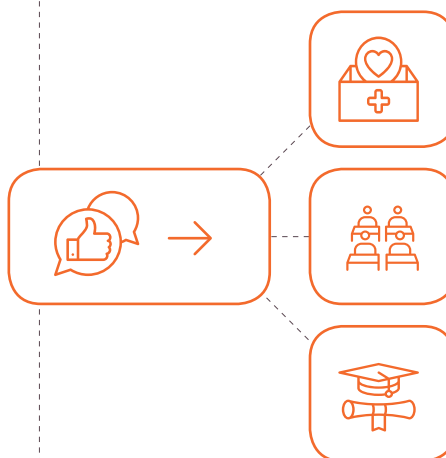
based on survey results from 14 participants

## 93%

of participants report that they took action or changed their behaviour as a result of participating in the Emergency Aid Lab.

## 94%

of participants report seeing changes on their campus or in the larger emergency aid system. On average they believe that the contribution of the lab to the change was 79%.



## Effective programmes

**The five institutions that participated in the lab are already demonstrating that their emergency aid programs are producing strong outcomes:**

- Austin Community College reports that students who have received emergency aid are coming back semester to semester at a higher rate than students who did not receive emergency aid. The programme has also yielded a three-fold return on investment through tuition dollars.
- Florida International University has documented that 97% of students who utilized some form of

emergency aid stayed enrolled or graduated in that, or the next, semester.

- The University of Washington reports that 90% of their 2017-2018 emergency aid recipients enrolled in the following quarter or graduated during the school year. When asked whether they would have been able to continue their enrollment without emergency aid, 78% of students responded either “no” or “not sure”, suggesting that emergency aid played a critical role in helping them stay in school.





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# ***Transformative Scenarios for Basic Education***

**Unlocking polarization to ensure basic education for all in Brazil**

## ***The challenge:***

Many of the systemic problems in Brazil such as high levels of violence and youth incarceration, and continuing gender, race, and class inequality have roots in the failing education system. Brazil's 50 million students rank between 59th and 65th out of 70 countries on international tests, and grade repetition and drop-outs are common.

## ***The aim:***

Contribute to, enrich, and stimulate public dialogue on basic education in Brazil



## *A tense beginning*

In 2014, with the engagement and support of six convenors, Reos Partners, guided a diverse and representative group of actors in a transformative scenarios process on the future of basic education in Brazil.

At the first workshop, tensions and mistrust were high. Many members of the group had just finished participating in a multi-year process to negotiate the national 10 year education plan. The process

had been fraught, and had reinforced longstanding antagonisms between the diverse stakeholders.

Yet a couple of months later, at the second workshop, many of the participants greeted each other with hugs and warmth. Though they still did not all agree on what to do or how to do it, they had begun to understand each others' perspectives and were in a process of learning and working together.

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## *A foundation to build from*

Since the initial launch of the scenarios in 2015, they have continued to inform the national dialogue on the future of education in many forums including schools and communities, regional and national conferences, and society at large. Groups of participants have also come together at key moments to inform and support each other.

At one event in 2015 where the scenario team was sharing the scenarios, participants initiated the drafting of a manifesto against a movement that was gaining force in the country to restrict freedom of expression in schools and in the school

system. The manifesto, which built on themes explored in two of the scenarios, was a call to ensure accordance with an article in the Brazilian constitution which states that schools are places where there should be freedom to learn, teach, research, and disseminate thinking; and where a pluralism of ideas and pedagogical approaches are accepted.

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## *An even more difficult context*

Since the scenarios were first constructed, problems in Brazil's education have gotten worse than even the most dire scenario described. As one participant said, "Unfortunately, the worst of the scenarios is taking shape now, even more problematic than it was possible to project."

Participants have expressed frustration that changes needed to shift the education system have

not occurred. Nevertheless, as one participant reflected, "the power of the process was that it enabled groups to form a long-term and systemic perspective on Brazilian education, beyond the usual focus on urgent and divisive issues." While no one expects that the issues will be resolved right away, the understanding and relationships needed to act strategically are in place.



## *Ripples beyond Brazil*

In 2018 the scenarios were translated and launched in English. In this year they have also helped to inform the development of the Mexican Education Lab and the Charleston Shared Future Initiative, contributing to broader efforts to advance understanding and innovation to improve education.

***Understanding and relationships needed to act strategically are in place.***

## ***Impact***

based on survey results from 18 participants

**86%**

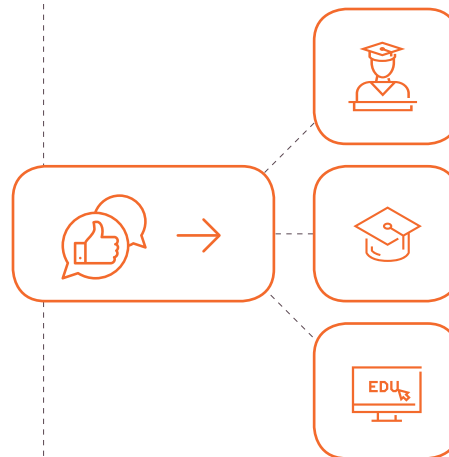
of scenarios process participants report that the scenarios have contributed to changes in themselves, in their organizations, or in other areas.

**84%**

believe that the process increased their personal capacity to influence the education system.

**67%**

report that they have taken action or changed their behaviour as a result of the scenarios process.



*On average participants said that the contribution of the scenarios process to the changes was 58%.*

## Informing action

*"Our research focused on listening to students was born out of the experience of the scenario construction process. We heard from more than 132,000 youth across the country on what their dreams are for their schools. This research has influenced many decision makers since."*

- Scenarios Process Participant

*"I saw new proposals, actions, perspectives being designed."*

- Scenarios Process Participant

*"We have changed projects in order to meet the utopian scenario, avoiding potential dystopias."*

- Scenarios Process Participant

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## Supporting collaboration

*"The process created effective collaborations with actors from other areas."* - Scenarios Process Participant

*"It has expanded my perception of the scope of possible alliances"* - Scenarios Process Participant

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## Creating constructive dialogue in a polarized setting

*"From the exercise, I realized that it is possible to create spaces for dialogue between different people, even in a field as segmented and polarized as education."*

- Scenarios Process Participant

*"We united a group that traditionally did not sit together because of its ideological or methodological disagreements, around a purpose."*

- Scenarios Process Participant

*"Major changes in education require alignment of desires, ideas, efforts, and investments. We are not there yet, but the scenarios exercise has shown us that dialogue and collective construction are possible even among people with divergent views."*

- Scenarios Process Participant

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## Expanding understanding of the education system

*"The processes broadened the understanding of the educational reality of Brazil and about the forces that influence it."*

- Scenarios Process Participant



## Contributing to the public dialogue on education

*"With the scenarios we offered multiple views for reflection to the population, views that people may never have stopped to think about."*

- Scenarios Process Participant

*"The knowledge produced in the workshops and the scenarios themselves, presented in training programmes, public talks, and seminars, certainly enhanced the reflection on education in Brazil."*

- Scenarios Process Participant

*"It foments and changes the public debate. As a result we have a better perspective from which to think about public policies for education."*

- Scenarios Process Participant

## Enabling long-term and strategic thinking

*"The possible scenarios offer a north star and warn of possible inadequate paths."*

- Scenarios Process Participant

*"The learning from the process of constructing scenarios was very valuable to me and supported the strategic planning of my organization."*

- Scenarios Process Participant

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## Changing narratives and the public debate

*"The changes are perceptible in my narratives about education."* - Scenarios Process Participant

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## Introducing useful tools

*"I use some of the tools that I discovered in the process in the planning and execution of my daily professional life."*

- Scenarios Process Participant

*"Working with the scenarios gave me methodological tools for conducting similar processes within my institution."*

- Scenarios Process Participant





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## *Health System Scenarios*

Developing systems understanding to address health equity in the United States

### *The challenge:*

The United States spends more on healthcare per-person than any other country, but when it comes to rankings of industrialized countries for health indicators like infant mortality and life expectancy, the country is at or near the bottom. The United States also shows significant disparities in morbidity and mortality, divided by race, income, and geography.

### *The aim:*

Develop a shared understanding of the systems that contribute to health inequities to inform strategy and decision making

## Understanding influences on health equity

As one Health System Scenario team member said, “In the United States we don’t have a health care system, we have a sick care system.” Further, entrenched inequity leads to great disparities in health outcomes across population groups. Depending on ethnic background, socioeconomic status, gender, sexual orientation, legal status, or mental and physical capabilities, one individual is more or less likely to die of certain diseases, have a shorter life expectancy, and be vulnerable to serious physical and emotional harm than another.

Creating the systems that will support better and more equitable health will require a large and coordinated effort. Through the Health System Scenarios Process Reos Partners brought together

a diverse group of actors in health and equity to explore what could happen in the United States that would either support or undermine the development of systems that support better and more equitable health outcomes.

### Through the scenario creation process, the team developed:

- A shared framework and language about the future of health in the United States
- Better understanding of influences on health and health equity
- Better understanding of the actors and institutions that might influence the future of health in the United States

## Impact

based on survey results from six participants

# 100%

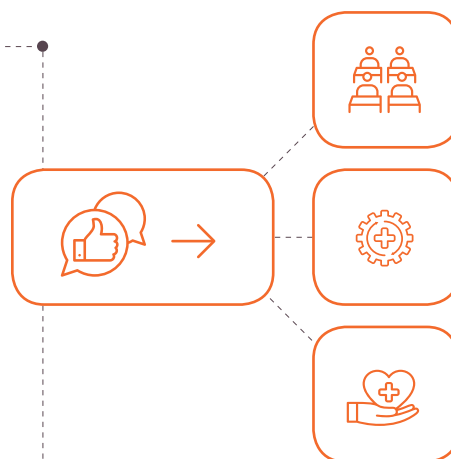
of participants report that they believe that their capacity to create change increased.

# 86%

report that they took action or changed their behaviour as a result of participating in the scenarios process.

# 30%

of participants report seeing changes as a result of the scenarios process. On average participants said that the contribution of the scenarios process to the change was 60%.





## Targeted action to address social factors that influence health

In one health system the scenarios process has contributed to health care leaders and hospitals adopting a more strategic focus on addressing social factors that influence health outcomes. This has included fostering a conversation about how to allocate health care assets in order to improve equity and opening up a new food bank inside a hospital.

One participant reported that, through the process, they realized the importance of health care providers engaging in prevention and education, in addition to treating diseases. As a result, they are now working with the Board of Directors of their health system and local business leaders to help combat opiate addiction and infant mortality in their city.

## Informed perspectives

The scenarios process and stories have provided some of the participants with tools that they have used to inform conversations and decision making.

Participants report that they have been able to:

- Strengthen systems analysis practice and identify targeted places for intervention
- Frame health system issues and equity in more effective ways

- Share new perspectives with key actors
- Prioritize better

*"I have used some of the insights and practices used in the scenario work with our teams working on population health risks to strengthen our system analysis practices and identify targeted places for intervention."* - Scenarios Process Participant

*"I can better prioritize where to spend my time, and have useful language to talk to people about the future of health equity."* - Scenarios Process Participant

## Enhanced skill and capacities

Some participants report that they gained insights, tools, and processes that are enabling them to be more effective in their work. They report that through the process they gained skills that

enable them to better help groups find common ground. Further, participants have reinforced their understanding of what is required for productive collaboration processes.

## Acting in new ways

At the end of the process, scenarios participants reported new commitments to working systemically and collaboratively. One participant shared, "As a result of our time together, I see much more opportunity for cross-sector partnerships to advance health and equity. There is a lot of uncommon common ground here. It's

not just individual communities and social groups that are worried about health and equity. There's a case to be made by the business sector that we need to invest in a different way to improve people's health and reduce the inequities that we see."

# *Civil Society Scenarios for Brazil*

**Creating resilience in a context of rapid and dramatic change**

## *The challenge:*

Civil society in Brazil plays a vital role in advancing social, cultural, and environmental wellbeing. However, the context in which it operates has been rapidly and dramatically changing.

## *The aim:*

Provide the foresight, systemic understanding, and relationships necessary to enable civil society in Brazil to remain vibrant and active in a context of rapid change



## *An accurate crystal ball*

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As the political climate in Brazil has changed in recent years, many Brazilians have been caught off guard - but not those familiar with the Civil Society Scenarios for Brazil. "One of the scenarios described what is happening now," reflected Vera

Masagão, one of the convenors and participants of the process.

## *A foundation for resilience*

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The scenarios were written in 2013 and 2014, through an effort convened by a diverse group of leaders in government, private foundations and civil society organizations, and facilitated by Reos Partners. When they were first written, the scenarios enabled actors to see what they could and should do to support a thriving civil society in a context of changing funding, new legal frameworks, increasing social media influence, and new forms of social organizing.

Then, in early 2018, as the political climate changed, there was a surge in interest and activity around the scenarios. In the lead-up to the election a small group of actors came together to explore how to use the scenarios to identify concrete action that would influence the election. The group developed a course based on the scenarios and convened a dialogue with 30 key actors to identify the risks and opportunities presented by the changing context. Some members of the group acted to influence the election.

## *Turning understanding into action*

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In the new political context, the scenarios are taking on a new life. "People want spaces for dialogue and collaboration so that we can put our understanding into action together," said Daniela Santos, one of the facilitators of the scenarios process. To accomplish this, the dialogue series

started in 2018 will continue in 2019, aiming to support ongoing exchange, learning, and capacity building.



# Impact

based on survey results from six participants

**100%**

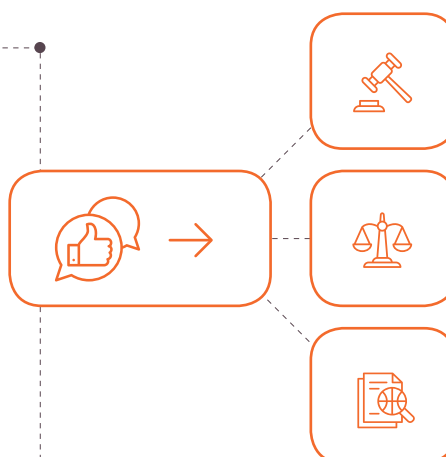
of participants report that they believe their capacity to create change increased as a result of participating in the project.

**83%**

of participants report that they took action or changed their behaviour as a result of participating.

**100%**

of participants report seeing changes in themselves, the organizations or networks that they are a part of, or in larger systems.



*On average participants said that the contribution of the scenarios process to the change was 82%.*

## Developing understanding and foresight regarding the future of civil society

*"It was a powerful exercise in looking at the country's potential future and the impacts on civil society organizations."* - Scenarios Process Participant

## Informing action of civil society and private philanthropy

*"The scenarios have been fundamental in spurring actions in the area."*

- Scenarios Process Participant

*"As a result of the scenarios I participated more in political party activities in the 2018 elections."*

- Scenarios Process Participant

## Creating a sustained network

*"One of the most significant changes from the process is the creation of a network of people from different areas."* - Scenarios Process Participant

## Developing support for collective and collaborative action

*"It has become clear that whatever civil society organizations do in this context, they need to do it together."* - Scenarios Process Participant

*"The network contributes to creating alliances and partnerships for different future projects."*

- Scenarios Process Participant





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# ***Possible Mexicos***

**Creating a space to build trust and co-create the future**

## ***The challenge:***

The interconnected challenges of illegality, insecurity, and inequity create daily challenges for Mexicans from all parts of society.

## ***The aim:***

Create an inclusive space for a plural group of leaders to work across institutional, political, geographic, and economic differences, to co-create “Responsible Mexico” as the future

## *Lack of spaces for dialogue and working together*

In September 2014, 43 students in the Mexican state of Guerrero disappeared. Two months later, the president's wife was linked to a scandal involving the purchase of a multi-million-dollar home from a government contractor. Hundreds of thousands of Mexicans protested these two events in the streets. In response, a group of concerned citizens – business people, academics, and government and civil society leaders decided to take action to address what they saw as a national crisis.

In 2015, Reos Partners was invited by a small group of concerned citizens to conduct Interviews with 180 people from across Mexican society. The interviews revealed the collective conclusion that the country was facing a growing nexus of illegality, inequality, and insecurity. Participants said that a lack of trust between and within sectors, as well as few or no spaces for dialogue and working across differences, were major factors contributing to this reality.

## *A space to build trust and co-create*

With facilitation and support from Reos Partners, Possible Mexicos created an inclusive space for diverse actors to interact with and learn from one another. Through the initiative, actors used the tools of stretch collaboration to construct scenarios about possible futures for the country. From there, they began experimenting with ways

to address the three I's – illegality, inequality, and insecurity.

The process has grown into a network of more than 100 leaders from across the political, geographic, and socio-economic spectrum in the country who are continuing to work together to create a "Responsible Mexico" as their future.

## *A transformed dialogue*

Participants in Possible Mexicos report that a significant change generated by the project has been a transformation in the dialogue at a national level. They report that there is greater respect and openness to diverse perspectives, which they believe may not have happened without the project.

*"A positive change is the way in which diverse people discuss themes that are important for the whole country, which likely would not have happened without Possible Mexicos. The method allows us to relate to each other in a different way."*

-Possible Mexicos Participant





# Impact

based on an outcomes harvest survey results from 10 participants

## 100%

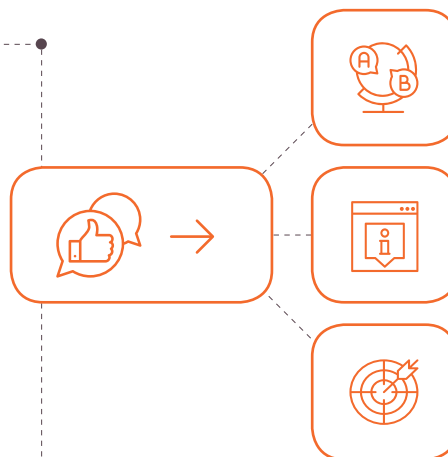
of participants report that they believe their capacity to create change increased and that they took action or changed their behaviour as a result of participating in the project.

## 90%

of participants report seeing changes in the organizations or networks that they are a part of. On average participants said that the contribution of Possible Mexicos to the change is 82%.

## 89%

of participants report seeing systemic changes. On average participants said that the contribution of Possible Mexicos to the change is 50%.



*The most commonly reported change is new understanding of different perspectives.*



## *Initiatives creating responsible Mexico*

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Possible Mexicos has now become a platform for collaboration and action for reducing inequality, insecurity, and illegality at national, regional, and local levels, which is supporting and incubating collective action.

### **Institutionalizing social security and workers' rights for household professionals**

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Marcelina Bautista, Secretary General of the National Household Workers Union, came to Possible Mexicos with 20 years of experience advocating for workers' rights for household professionals. Diverse members of Possible Mexicos joined forces with Marcelina in support of this initiative. In December 2018, the Mexican Supreme Court declared it unconstitutional that household workers do not enjoy social security benefits, and required that all household professionals be registered for government benefits within three years. In February 2019, the Mexican National Social Security Institute launched a pilot programme extending labour benefits to household professionals. Members of Possible Mexicos consider this support to 2.4 million Mexicans a significant step toward creating "Responsible Mexico".

### **Coordinating responses to 2017 earthquakes**

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When earthquakes hit central Mexico in 2017, the members of Possible Mexicos used their shared online platform spontaneously to coordinate a response. In the days and weeks following the earthquakes, members of the group who were on the ground requested help, and those

with resources provided it. "Despite permanent ideological differences, members of Possible Mexicos worked together to respond to needs within minutes or hours," recalls Elizabeth Pinnington, one of the facilitators of the process.

### **Improving education for children and adolescents**

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The Mexican Education Lab was launched in 2018 as a new initiative run in collaboration between Possible Mexicos and Reos Partners. The lab brings together diverse actors from across the education

sector to discover, test, and execute ideas, with the ultimate goal of improving learning for children and adolescents in Mexico.







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# ***Northern Mozambique Channel Futures***

**Enabling sustainable management of a  
shared natural resource**

## ***The challenge:***

The Western Indian Ocean, a natural resource shared by several countries, supports millions of livelihoods for people living in coastal zones. Rapid development, multiplying uses, and the impacts of climate change put this ecosystem at risk of degradation, threatening the livelihoods of those who depend on it.

## ***The aim:***

Enable coordinated efforts to support the sustainable development and management of the Northern Mozambique Channel

## Taking an unusual approach

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At the beginning of the first workshop to create the scenarios for the future of the Northern Mozambique Channel the convenors were nervous. Having recruited and convened high-level stakeholders for the process, their reputations were on the line. The methods and approaches being used in the workshop were unusual for this group, many of whom were government officials. Would this process be acceptable and productive for the participants? Might it undermine their programmes' credibility?

Facilitated and co-designed by Reos Partners, the Northern Mozambique Channel Futures process was convened by WWF Madagascar and CORDIO East Africa. The purpose of the process was to enable diverse actors to examine possible futures of the channel with the aim of generating understanding of the system and increasing coordination.

## Developing a useful tool

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It turned out that engaging in such an unusual process was worth the risk. Participants in the first workshop reported that the process generated learning, fostered collaboration, and was effective and enjoyable. Moreover, participants report that the scenarios themselves are a valuable tool in supporting coordination and systemic decision making in the region. They report that the scenarios are being used, and are changing the decisions being made.

While the future of the Northern Mozambique Channel is far from secure, it is clear that a vibrant future is possible. Achieving that future will require ongoing coordination, action, and vision by the scenario participants and many other stakeholders.

## Informing decision making

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- Participants report that they consider the scenarios, the system, and each other's perspectives when making decisions regarding marine management, fisheries, environment, governance, and development of the region.
- Participants report seeing an increase in evidence-based planning regarding the Channel,

including the scenarios being used in some processes.

*"The lesson that I share in my day-to-day work is that in decision making on resource governance, consideration should be given to the conservation of biodiversity and socio-cultural issues for economic sustainability."*

- Scenarios Process Participant

## Enhancing coordination

- Participants report that there is increased integration among regional players.
- Participants report that governments are now tackling the challenge of Channel management at both the national and regional level. They also report that national programmes and action

plans are being adapted to address regional as well as national sustainability.

*"The process helped a lot by organizing multi-sectoral discussions at national and regional level to enable us to jointly explore potential solutions."*

- Scenarios Process Participant

## Mobilizing resources

- One participant reported that the scenario process contributed to generating funding for the channel area while another reported that the

process contributed to generating funding for a joint environment-fisheries management project.

## Impact

based on survey results from 14 participants

### 92%

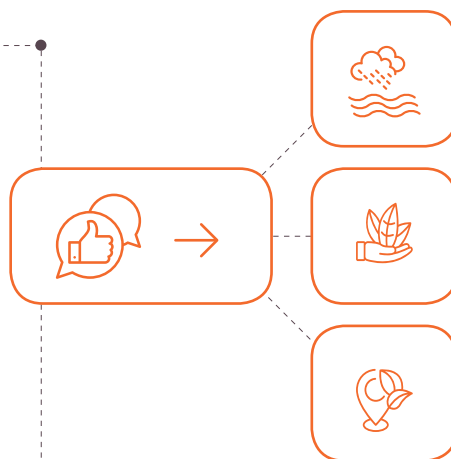
of participants report that they believe their capacity to create change increased and that they took action or changed their behaviour as a result of participating in the project.

### 83%

of participants report seeing changes in the organizations or networks that they are a part of.

### 82%

of participants report seeing systemic changes.



*On average they believe that the contribution of the Scenarios Process to change was in organizations and networks was 66% and to systemic changes was 68%.*





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# ***Engineering Change Lab***

**Making a better future by transforming engineering**

## *The challenge:*

As the relationship between technology and society offers increasing promise and peril, the Canadian engineering community is challenged to play its part in ensuring the results are beneficial for all.

## *The aim:*

Reach the higher potential of the engineering community



## *Looking far into the future*

Will people become so involved with our smart devices that we will stop having relationships with each other? Is it inevitable that developments in technology will lead to a dystopian future? Or could embedding new guiding values in the engineering community help prevent these and other dystopian futures from becoming reality?

## *Exploring the potential of the profession*

**In 2014, Engineers without Borders and Engineers Canada engaged Reos Partners to help lead a group of committed engineers in a social lab. Its purpose was to explore the question, "What is the higher potential of the engineering profession?"**

As Mark Abbott, the Executive Director of the Engineering Change Lab recalls, "At first the future of a profession seemed an odd fit for a social lab process. The people that we talked to at Reos said to us, "Social labs are harder than other, more straightforward, strategic processes. You need to have enough fire in your belly and people who are committed to make it work. When you think about the future of your profession, is the fire there? Do people care enough?"

It turned out that the Canadian engineering community cared a great deal - not only about the future of their profession, but also about how their work impacts on the future of society.

## *Fostering Technological Stewardship*

**Over the last five years the purpose of the lab has evolved. The aim now is to enable Canada's engineering community to reach its full potential through Technological Stewardship, which it defines as "the behaviours that ensure technology is used to make the world a better place for all - more equitable, inclusive, just and sustainable."**

Leveraging the relationships, systemic approaches, and understanding developed over the early years of the Lab, the initiative is now finding pathways to understand the practical application of Technological Stewardship in different contexts and foster its adoption in all parts of the engineering community.

*We aim to help engineers lead in Technological Stewardship.*



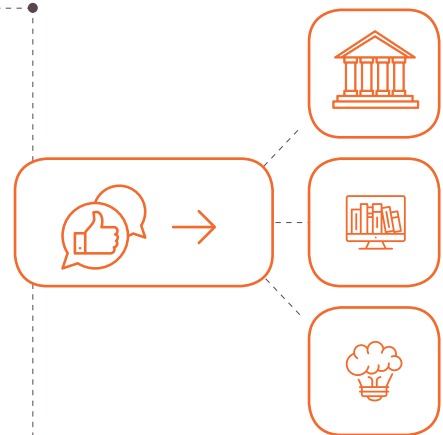
# Impact

based on an outcomes harvest with participants

## Transforming engineers' perception of their role

Participants in the lab have developed a new understanding of the role of engineers and engineering.

Lab participants are moving beyond their individual understanding. They have initiated activities and experiments to share this understanding with the broader engineering community and to bring it to life through university programme design, teaching, workshops, articles, and other thought leadership.



## Creating a supportive community

Many participants say that the lab has created a community, working together to advance Technological Stewardship. This community enables learning and exchange, and provides participants with language to describe what needs to change, a sense of why it is important, connections to other change makers, ideas of what to do to make the change, and reinforced commitment to making change.

## Generating new initiatives

### National Initiative on Capacity Building and Knowledge Creation for Engineering Leadership (NICKEl)

Created and incubated by the Engineering Change Lab, NICKEl is now an independent initiative that is helping to make leadership a core part of the Canadian engineering identity.

### Engineering Change Lab USA

Inspired by the Engineering Change Lab, a sister project, Engineering Change Lab USA now is undertaking similar work in the United States.

# ***Sustainable Fashion Lab***

**Transforming the fashion industry in Brazil**

## ***The challenge:***

The fashion industry in Brazil, as in other countries, faces social, economic, and environmental sustainability challenges. These challenges are in the areas of labor issues, social inequalities, consumption patterns, product lifecycle, technology, and other issues that are endemic to the predominant fashion business model.

## ***The aim:***

Develop solutions to the many challenges of the fashion industry to enable it to be a positive contributor to the social, economic, and environmental future of Brazil and beyond



## *A new approach to working together*

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Would this be just another conversation that wasted time and went nowhere? That was the question on the minds of many participants as they arrived at the first meeting of the Sustainable Fashion Lab in June 2017.

The Sustainable Fashion Lab was initiated by the C&A Institute along with three other convenors with the support and guidance of Reos Partners after a number of attempts by actors from across the industry to collaborate on improving

sustainability. Initiative facilitator Lucilene Danciguer recalled, “In previous attempts to work together, what was missing was a method to help actors in the industry to collaborate. They knew what they needed to do, but it was difficult to figure out how to move forward as competitors, or as stakeholders that saw things so differently. Now they have a method to work together.”

## *Developing transformative initiatives*

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The 40-member project team consists of garment workers, retail giants, the public sector, academia, associations and unions, institutes and foundations, international organizations, civil society organizations, media, and others. After constructing four scenarios that describe possible futures for the fashion industry in Brazil, the team created six multi-sectoral initiatives.

These initiatives aim to tackle the main challenges currently faced by the Brazilian fashion industry. One of the initiatives has already branched out from the lab and taken on a life of its own.

## *Looking ahead*

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The Sustainable Fashion Lab has been much more than a conversation that went nowhere. At the same time, the work of the lab to transform the Fashion Industry in Brazil has only just begun. Now beginning its second phase, the Sustainable Fashion Lab is aiming to become a continuous platform for collaboration and innovation. It aims to address key areas needed to transform the

industry, through:

- Developing and scaling new and existing solutions
- Influencing public policy
- Creating financial mechanisms to invest in sustainable solutions,
- Continuing to strengthen relationships among key players in the fashion industry



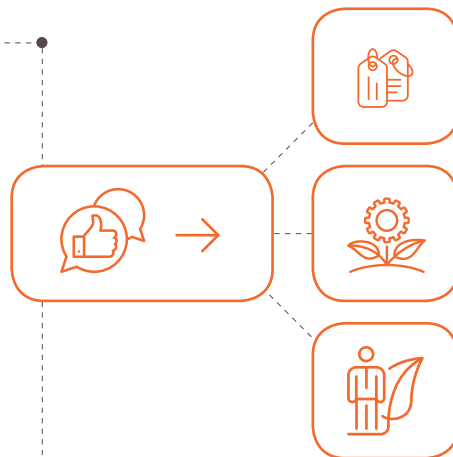


# Impact

based on survey results from 14 participants

## 100%

of participants report that they believe their capacity to create change increased and that they took action or changed their behaviour as a result of participating in the project.



## 67%

of participants report seeing changes in the organizations or networks that they are a part of. On average they believe that the contribution of the Lab to creating those changes was 80%.

## 60%

of participants report seeing systemic changes. On average they believe that the contribution of the Lab to creating those changes was 70%.



## Collaboration and dialogue

Sustainable Fashion Lab participants unanimously report that the most significant change generated by the lab, so far, is bringing the diverse actors of the sector together, and creating a space for them to begin to collaborate.

The Sustainable Fashion Lab has already begun to generate significant collaboration both among members and with other actors in the fashion

industry. 87.5% of Fashion Lab members report that they are involved in collaborative initiatives with other members, and 100% of members report that the relationships that they have developed within the lab have the potential to positively influence the sector.

## New initiatives

The Lab has incubated six new initiatives that aim to address key challenges in the industry.

1. **Education:** introducing key sustainability topics into the syllabus of industry training programmes on topics including gender, diversity, equality, fair working conditions, and environmental impacts
2. **Culture and consumerism:** raising awareness and engaging both the market and wider society to establish fair working conditions, more sustainable production processes, and conscious consumption
3. **Product lifecycle:** raising awareness about fashion products' life cycles through creating a clothing label with information on toxicity, water consumption, and carbon emissions
4. **Work and inequality:** developing, testing, and rolling out a self-sustaining and replicable collective production model for migrant women seamstresses to improve wages and working conditions
5. **Business model:** establishing sustainable and fair sales and buyer relationships throughout the entire supply chain of big fashion retailers
6. **Public policy:** influencing public policy to create favorable conditions to positively transform the sector

## Increasing Reach

As a result of relationships and support generated through the Lab, 2018 Fashion Revolution Week, which aimed at changing the culture around fashion, was larger than ever, happening at 73 colleges and resulting in more than 300 events and

activities with students.

In 2018, the Sustainable Fashion Lab presented, shared its learnings, and engaged in dialogue with stakeholders of the fashion industry at six events in Brazil and 1 internationally.

## Influencing behaviour

Lab participants report that they have changed their behaviour and taken new action as a result of their participation in the lab.

*"I was able to make recommendations on improving the conditions of sewing workshops. I know that the learning acquired in the lab influenced me in this analysis and with these recommendations."* - Lab

Participant

*"From the transformation that I experienced in the lab I am bringing the themes to a platform for fashion companies in my region; in particular, deepening work on the circular economy."* - Lab

Participant

# Beyond projects

The impact of Reos Partners is not only generated through projects, but also through sharing our insights and challenges and training others in our methods.

## 2017 and 2018 Activities Beyond Projects



**12** courses  
delivered



**17** live  
presentations  
given



**5** recorded  
presentations  
produced  
(podcast, radio, webinar)



**11** articles  
published



**13** Reflective  
Blog Articles



**3** journal articles  
and reports  
published

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*Collaborating with the Enemy by Adam Kahane was translated into Japanese, Spanish, Portuguese, and Thai. It contains a foreword by President Juan Manuel Santos of Colombia and was a finalist for the Foreword Indies Book Of The Year.*



## *Sharing Stretch Collaboration and Transformative Scenarios Processes*

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Adam Kahane's 2017 book, [Collaborating with the Enemy](#), introduced Stretch Collaboration – a way to embrace discord, trial and error, and co-creation. In 2018 the book was translated into four languages. Adam continues to publish articles delving into different areas of Stretch Collaboration for the journal Strategy + Business. Adam and other team members have been on radio, screens, and stages introducing people around the world

to the innovative concept of Stretch Collaboration, and offering workshops around the world.

Our long-established method of Transformative Scenarios Process has also been shared with new audiences through Mille Bojer's article in the [Berghof Handbook for Conflict Transformation](#) as well as through workshops and presentations.

## *Sharing our projects and insights*

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Over the year our practitioners have shared insights gained through our work, with a wide variety of audiences. Through podcasts, presentations, articles, and blogs, many of our team members have shared what they have learned about different facets of our work.

Elizabeth Pinnington wrote eloquently about the need for participants and facilitators alike to be present with and caring of themselves as a necessary precursor to achieving the strong relationships needed to effect systemic change.

Ian Prinsloo detailed how theater methods help foster relationships through inclusion and active engagement, and creatively called these relationships the medium through which our results are achieved, deserving of the same attention, respect, and passion artists dedicate to their chosen mediums. The subjects of peace and democracy were deftly explored from new perspectives by Lerato Mpofu, Rachel Jones, Giovanni Sgobaro, and Mille Bojer.

## *Learning together*

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Across the year we sought out opportunities to learn and exchange, including our annual Learning Festival – the latest of which was held in Geneva, Switzerland – which brought together over 70 practitioners from across the globe to deepen understandings, build relationships, and strengthen capacity. We also held regional learning

events, such as the “Experiments for 2019” workshop organized by our team in South Africa, who brought together partners and clients to discuss the successes and failures of the previous year, turning the reflections into catalysts for more and better work in the new year.

## *Walking our talk*

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Within Reos we address our own challenges using the same systemic, collaborative, and experimental processes that we use with partners and clients. Our internal approaches include developing progressive internal policies and systems for revealing and sharing power, working with difference, practicing presencing and mindfulness, and building the capacity of our team.





# Our learning edges



Our methods reliably build relationships, commitments, and insights, and enable diverse groups that are divided to move ahead together. Nevertheless, there are many areas of our work where we need to grow and learn together with our partners and collaborators.

## How can we grow our impact?

### 1. Using technology to generate higher impact with fewer resources

Through the Higher Education Emergency Aid Lab (see Impact Story on page 32) we are using online learning and sharing along with in-person processes to expand our reach and impact. In the Making Pathways Programme we have partnered to develop an online tool that helps to expand the reach and impact of scenarios processes by making them replicable. We are also exploring new frontiers in the areas of mobile apps, artificial intelligence, virtual reality, and large scale data collection.

### 2. Using training and accompaniment to enable wider reach

In the ASSAR project (see Impact Story on page 26), we supported local partners to undertake many of the activities usually handled by Reos in a transformative scenarios process in order to build capacity and reduce resource requirements. Our experience provided useful information to improve this approach going forward.

### 3. Maintaining momentum after a project

We have run processes in which participants build understanding and relationships, identify opportunities for acting together, and then end. Sometimes the participants are able to carry forward the momentum without support, but other times the energy is lost. We see the value generated by the process but are frustrated by the unrealized potential, which

we know we could provide support for.

Often the project ends because the contract or funding ends without a plan for continuity. In other cases, there is a transition between phases of a project, for example between a scenarios process and a social lab in which there is an extended period of time where participants and the process are not supported, creating a loss of momentum and the need to invest significant energy to re-engage participants and partners. A question that we continue to hold is how to design to maintain momentum.

### 4. Finding ways to put insights to use, beyond those participating

At the end of some of our national processes, we have found participants frustrated that the understanding and insight that they have generated is not shared with a broad enough swath of the public to influence national elections. In our work to connect with other actors in ecosystems of change, we continue to seek partners that can bring this influential capacity.

## How can we best adapt our work to different cultural contexts?

### 5. Working with mistrust

In the last year we have worked in contexts where experience has taught the participants to mistrust people like us: the urban consultant class. In these contexts we have had to practice our own methods of slowing down, listening, and observing before acting. At the same time, we have observed that sometimes our position as outsiders enables us to be viewed as impartial and to ask questions that help to create new insights or learning.



## 6. Experimenting with adapting our methods to different cultural contexts

In one of our recent projects, in which colonial history was an important element of the process, the identity of the facilitators relative to the participants was impeding the process. We innovated our approach so that the Reos team remained in the background throughout the process, providing guidance and advice without stepping into a role of giving instructions or controlling the process.

## How can we best support processes to reach their full potential?

### 7. The importance of including the full diversity of a system

At times, convenors resist bringing the full diversity of the system into the process. They think that too much diversity will impede progress. By the end, they realize that it would have been better to have full diversity. We continue to experiment with ways to help convenors reach this realization earlier in the process, in time to benefit the process and the results.

### 8. Processes initiated by people who are not the “problem owners”

Experience has shown us that the best processes are initiated by those who are a part of the problem – who live with, are affected by, help produce, and are trying to change it. At the same time, we have supported processes

initiated by third parties, which have been very impactful. The question that remains alive for us is how we can best generate effective processes when the initiative is started by people who are not personally affected by the challenge being addressed.

### 9. The importance of time

Under what conditions can a short-term engagement be fruitful, and when is a longer-term engagement required? For processes where relationships and trust need to be built across difference, our experience is that shorter processes often lead to far less-than-optimal results. However, that is not always the case, and so we endeavor to learn how to make our approaches efficient in time, without sacrificing impact.

### 10. Developing the capacity of convenors

Given the central and unique role played by convenors in our processes, we continue to develop ways of supporting them and developing their capacity. We’ve learned that our methods work best when the convenor:

- Understands the methods well
- Sees themselves as part of the system
- Remains open to a process where the eventual outcomes are unknown
- Has full buy-in from those who they are accountable to

# What's next

In 2018 we were energized by opportunities to engage in the fields of climate change, peace, energy, education, health, governance, and more. We were inspired by the participation of government representatives, civil society actors, community organizers, business leaders, philanthropists, journalists, researchers, and other thought leaders. We were honored to assist diverse and passionate teams in creating new and better paths to addressing their most important challenges.

In 2019 and 2020 Reos Partners will continue to support system transformation. Many of the initiatives you read about in this report will continue to make progress and we will begin to work in new areas and contexts. 2019 and 2020 will bring us opportunities to expand our work in the areas of energy, climate, health, education, early childhood development, justice, fashion, and finance. We are also looking forward to expanding our geographic reach, with new initiatives already foreseen in countries and regions that we have not worked in before.

Some of our most exciting experiments involve increasing our impact by multiplying the number of people and institutions that are reached by our

approach, experience, and work. In 2018 we began to use engaging technology in new ways in both our social labs and our scenario processes. In 2019 and 2020 we are excited to improve on this work to enable many more people to engage in and benefit from our processes.

We are driven forward by the knowledge that working in a systemic, collaborative, and experimental way transforms tough situations. In 2019 and 2020 it will continue to motivate us to face complex challenges, to envision new and better ways of understanding them, and to summon the courage to go into new territory in pursuit of progress.

We have been grateful for the accompaniment of our many partners and collaborators over the last year and look forward to connecting with new ones in the coming year. If you want to collaborate to transform systems together with us, do not hesitate to get in touch to join us in learning, growing, and creating change.

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## Editorial information

Report Oversight and Coordination: Reos Partners Global Learning and Evaluation Manager, Ravenna Nuaimy-Barker

Report Support, Guidance and Coordination: Reos Partners Global Evaluation Team Brenna Atnikov, Christopher Baan, Geoff Brown, Portia Mtembu, Daniela Santos, Mahmood Sunday

Additional support provided by the Directors of Reos Partners, project partners, and leads of the projects profiled in this report.



# 2023 - O BRASIL EM PERDA

- Sociedade civil abdicando de seu papel "organizador" e "controlador" e "regulador"
- Modelo de política pública baseado em participação de elite e burocracia
- Redes corporativas e patronais se fortalecem em favor de lobby por elites
- Hierarquia e asfixia se combinam em novos formatos
- Luta social sem a "Voz-Marcada"

## COM UMA NOVA FORMA DE FINANCIAMENTO, BASCADO EM DOAÇÕES INDIVIDUAIS, AS OSC ASSUMEM + AUTONOMIA E CONTRIBUAM PARA A FORMULAÇÃO DE UM MODELO DE DESENVOLVIMENTO BASEADO NA INICIATIVA E NA DEFESA DOS BEM COMUNS

- A crescente desconexão da população na eficácia do Estado
- 1. ATERAMENTO DOS PROJETOS DE TRANSFORMAÇÃO DE BOM + EXISTENTES TODOS
- 2. ESTABILIZAÇÃO
- 3. EXIGÊNCIA DE REGRAS NÍVEIS DE INICIATIVA E DESEMPENHO (+ 8)

- PLANO NACIONAL DE BOM LAR E REGRAS DO PAÍS
- DEMOCRATIZAÇÃO DO ACESSO A INFORMAÇÃO, PERMISSÃO MAIOR CONTATO SOCIAL DO ESTADO COM SOCIEDADE CIVIL
- REDES SOCIAIS E AS MÍDIAS
- "AUTORAÇÃO" APLICAR SUA AÇÃO E CRIAR UM NOVO RASTRO
- AVANÇO NA PAZ

- Ampliação de acesso à informação
- Novos atores sociais e novas relações sociais (PTP)
- Novos atores/múltiplos formadores de opinião - atores (cada vez) simbólicos
- Ampliação - consciência política
- Simões - regulação/manutenção das ações
- Regulação - Estado
- Regulação - Múltiplos
- Presença - abertura de horizontes
- Atividade - de novos modelos
- Atividade - de novos modelos
- Atividade - de novos modelos

- 1. Contradição coletiva 30 anos
- 2. Os OSCs e a nova organização política
- 3. Espaço construído e levado para o poder
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We were honored to assist diverse and passionate teams in creating new and better paths to addressing their most important challenges.







*Reos Partners is an international social enterprise that uses systemic, collaborative, and experimental methods to address complex challenges.*

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LA COMUNICACION  
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TIVA PARA LA  
PENDENCIA

Sociedade Civil 2023



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