Chapter 4 Tables

Table4.1: Implications of the SAT Model for Current Peacebuilding Practice

Current Linear Assumptions About Change	Systems Thinking Assumptions About Change	Why?	Implications for the SAT Model
Goal • Find solutions to problems. **Means** • Control and predict change. • Create preset, static benchmarks. • Believe that small projects "add up" to large-scale change.	**Goal** • Nurture change from within the system. **Means** • Listen to the system. • Foster learning through flexible, adaptable interventions. • Create vertical and horizontal integration.	• Systems are not problems to be fixed. • Control over complex systems is illusory. • Systems change in unpredictable ways. • Smaller changes "interact out" in a dynamic relationship with other parts of the system.	• **SPA** as a means to listen to the system. • **PAL** Project Cycle to foster learning. • **Networks** to create vertical and horizontal integration.

Table 4.2: Using the SAT Model to Change the Peacebuilding System

Structural Change	Attitudinal Change	Transactional Catalyst
• Less use of reductionist, linear planning models. • Less use of preset, static benchmarks.	• "Adding up" doesn't add up. • Control is illusory. • Change cannot be predicted, only	• Build on evolution of analytical tools by nurturing more systemic analysis (SPA).

• Balance flexibility with accountability.
 	
• Require the SPA and hold people accountable for what they learn.
 	
• Modify bidding and contracting procedures to encourage the use of NEAs.
 	
• Expand time horizons and invest beyond annual budget cycles.
	nurtured.
	
	• Solutions are not the answer.
	
	• Learning is key.
	
	• What can be "counted" is not all that counts.
	
	• Success is judged based on enhancing total system properties not tinkering with parts.
		• Based on this analysis, which contains system maps, foster program planning that incorporates
		
		    o the PAL cycle;
		
		    o networks that foster vertical and horizontal integration