

## Chapter 7 Summary

- Systemic program planning requires peacebuilders to think of planning as a structured process for learning that needs to include an ongoing and inclusive dialogue about intervention ethics, help decision makers make responsible choices, and facilitate the formation of networks of effective action.
- Systemic planning starts with peacebuilders listening to the system in order to aim their efforts effectively, find areas where they add comparative value to making systemic change, and develop a change profile to inform their on-going efforts.
- Working with a system means
  - understanding and enhancing the holism of their programs in order to increase sustainability and systemic impacts;
  - harnessing the dynamism of a system to amplify micro-level impacts by maximizing positive interdependence through enhancing a program's cumulative impact, ripple effect, and amplifier effect;
  - avoiding negative interdependence by understanding how causal factors and/or feedback loops outside the immediate scope of a project can counteract positive local impacts;
  - building a network of effective action to help increase holism, maximize positive interdependence, and minimize negative interdependence.
- Good feed-forward is essential to getting good feedback. The ultimate purpose of systemic planning is to structure an effective process of learning about a system and how to effectively work with a system to increase its level of peace. A systems map and systemic planning techniques are designed to provide testable hypotheses about a system and to increase effectiveness over time.